

PROPOSED OPERATING BUDGETS

OF THE

CITY OF LYNCHBURG, VIRGINIA

General, Airport, Sewer, Solid Waste, Water and Other Funds

Fiscal Year 2000-2001

CITY COUNCIL

Druie L. (Pete) Warren, Mayor, Ward I
Carl B. Hutcherson, Jr., Vice Mayor, At Large
Edward M. Barksdale, Sr., Ward II
Bertram F. Dodson, Jr., At Large
Robert E. Garber, Ward III
Stewart B. Hobbs, Jr., At Large
James S. Whitaker, Ward IV

CITY MANAGER Charles F. Church

STRATEGIC LEADERSHIP TEAM

W. Curtis Randolph, Deputy City Manager
Bonnie Svrcek, Deputy City Manager
Col. Charles W. Bennett, Director of Community Safety
Raymond A. Booth, Director of Public Works
V. Lee Cobb, Director of Economic Development
Rachel O. Flynn, Director of Community Planning and Development
Diana C. Trent, Director of Human Services

BUDGET DIRECTOR

Martha K. Wallace

BUDGET STAFF

Kathy P. Scott, Budget Analyst Nonna D. Heagy, Administrative Assistant

FISCAL PLANNER
Michael W. Hill

CITY ATTORNEY
Walter C. Erwin



The City of Lynchburg, Virginia

CITY HALL, LYNCHBURG, VIRGINIA 24505 . (804) 847-I 659

June 30, 2000

OFFICE OF THE MAYOR

Dear Citizens of Lynchburg:

Preparation of the FY2000/01 Operating Budgets and the FY2000/01-FY2005/06 Capital Improvements Program proved to be one of the most challenging in recent City history. Demands for resources far outweighed actual available resources. Numerous changes have been incorporated into the Adopted Budget from the proposed and draft documents. This year, City Council held four work sessions in addition to the joint public hearing with the School Board to discuss options and alternatives related to the operating budget, and three work sessions in addition to the public hearing regarding the six year Capital Improvement Program. Highlights of these changes/additions are as follows:

FY2000/01 Operating Budgets

Expenditures

Schools	
Additional 1% Salary increase	\$ 450,000
4% gap in teacher pay/l 1% health insurance increase	\$ 399,853
Teachers health insurance	\$ 335,000
City	
Mayor's Youth Council	\$ 5,000
Central Virginia Community Services Board	\$ 18,205
Old City Cemetery	\$ 70,000
Additional Building Inspector Position	<u>\$ 45,000</u>
Total Expenditure Increase	\$1,323,058
Resources	
Schools- Operating Fund Balance	\$ 335,000
City-Reduced/redirected expenditures	\$ 664,809
City-Additional Estimated Revenues	\$ 323,249
Total Resources	\$1,323,058

Additional items discussed during the Operating Budget work sessions included consideration for funding the School Resource Officers, the Weed & Seed Program, Tulip Beds, and the Urban Forestry Program following receipt of the audited General Fund Balance for June 30, 2000. A mid-year review of revenues and expenditures will be performed early in calendar year 2001 to identify potential available funding for these programs.

FY2000/0 1 -FY2005/06 Capital Improvements Program

- Pay-as-you-go financing of \$2,866,366 from the Reserve for Future Financial Support incorporated into projects for FY2000/01
- . Reprogramming of projects in FY2001/02 to increase projected available funding for School projects by \$4,140,000
- Reprogramming of projects in FY2002/03 through FY2005/06 to provide funding for the Juvenile & Domestic Relations Court project

The specific reprogramming of funds can be found in the "Summary of Projects" on pages "A" and "B" in each section of the Capital Improvements Program.

While this budget cycle was difficult due to constrained resources, together we learned of the many demands on public funds. From schools capital construction needs to provide a better learning environment for our children, to simply funding the costs of the beautiful tulip beds throughout our City, it is evident that our choices on how to allocate funds will continue to be a challenge and difficult decisions will have to be made.

During the next several months, I will be working in my capacity as a citizen, to raise awareness and educate our community on the need for additional funds for education and tax reform. Similar to other Virginia cities, Lynchburg is fiscally challenged. Together I know that we can make a difference in overcoming our financial challenges and make the City of Lynchburg an even better place to live, work and visit.

Thank you.

Sincerely,

Druie L. (Pete) Warren

Mayor

DLW/mkw

BUDGET - 2000-01

LYNCHBURG CITY COUNCIL REPORT

ALTERNATIVE 1A

Meeting Date: May 9, 2000 Council Report # 20

Executive Staff Contact:Bonnie Svrcek (847-1443) Report Writer: Martha K. Wallace (847-1487)

Subject: FY 2000-2001 Budget Ordinance

Purpose of Action: Adoption of the FY 2000-2001 Operating Budgets

Requested Action: Adopt the appropriation ordinances to allocate the revenues/income for the FY 2000-200 1

Prior Action: April 11, 2000 City Council Budget Worksession

April 18, 2000 City Council Budget Worksession

May 4, 2000 Joint Public Hearing City Council and School Board

May 5, 2000 City Council Budget Worksession

Attachments: None

Resolution/Ordinance:

#O-00-098

A. BE IT ORDAINED That there be appropriated from the funds and resources of the City of Lynchburg for the fiscal year ending June 30, 2001, the sum of \$81,881,618 with allocations of \$78,754,277 for General Government Operations/Transit including Debt Service, and \$3,127,341 for various designated reserves as herein mentioned, and further that said sum for General Government Operations/Transit, Debt Service, and said sum for Reserves shall not in any way be increased or added to except by a majority vote of all of the members of Council, said vote to be taken by ayes and noes:

GENERAL GOVERNMENT

 Operations/Transit
 \$67,730,077

 Debt Service
 5,630,404

 Capital Transfer
 4,981,121

\$ 78,341,602

Reserves

For Street and Bridge Repairs \$ 500,000 For Contingencies 250,000 For Strategic Initiatives 2,377,341

> \$ 3,127,341 \$81,468,943

Introduced: May 9, 2000 Adopted: May 23, 2000

Certified: Cottcuin W. KCNT

Clerk of Council

B. BE IT ORDAINED That there be appropriated from the funds and resources of the City of Lynchburg for the fiscal year ending June 30, 2001, the sum of \$30,699,942 as the local share of the Schools \$70,425,622 proposed operating budget for the 2000-01 fiscal year, which local share includes \$3,760,698 for Debt Service expenses, for the purpose herein mentioned, and further that said sum shall not in any way be increased or added to except by a majority vote of all of the members of Council, said vote to be taken by ayes and noes:

Introduced: May 9, 2000 Adopted: May 23, 2000

Certified: Ottoww Kost
Clerk of Council

#O-00-100

C. BE IT ORDAINED That there be appropriated from the funds and resources of the Solid Waste Division for the fiscal year ending June 30, 2001, the sum of \$10,090,286 with allocations of \$5,418,818 for Solid Waste Management Division Operations including Debt Service, and \$4,671,468 for various designated Reserves as herein mentioned, and further that said sums for Solid Waste Management Division Operations, Debt Service, and Reserves shall not in any way be increased or added to except by a majority vote of all of the members of Council, said vote to be taken by ayes and noes:

SOLID WASTE MANAGEMENT DIVISION

Operations	\$4,072,023
Transfer to Solid Waste Capital	36,500
Debt Service	1,310,295

\$ 5,418,818

Reserves

Reserve for Heavy Equipment Replacement	\$590,163
Reserve for Contingencies	75,000
Reserve for Future Closure Costs	364,306
Reserve for Future Exp. Needs	_3,641,999

\$ 4,671,468 \$10,090,286

Introduced: May 9, 2000 Adopted: May 23, 2000

Certified: (MCLIII) W. KX

Clerk of Council

D. BE IT ORDAINED That there be appropriated from the funds and resources of the Water Fund for the fiscal year ending June 30, 2001, the sum of \$12,340,867 with allocations of \$8,073,240 for Water Fund Operations including Debt Service, and \$4,267,627 for various designated Reserves as herein mentioned, and further that said sums for Water Fund Operations, Debt Service, and Reserves shall not in any way be increased or added to except by a majority vote of all of the members of Council, said vote to be taken by ayes and noes:

WATER FUND

Operations \$4,981,676 Debt Service 2.291.564

\$ 8,073,240

Reserves

Reserve for Contingencies \$ 100,000 Reserve for Future Exp. Needs 4,167,627

> 4.267.627 \$12,340,867

Introduced: May 9, 2000 Adopted: May 23, 2000

Paterie W. Kst Certified:

#O-00-102

E. BE IT ORDAINED That there be appropriated from the funds and resources of the Sewer Fund for the fiscal year ending June 30, 2001, the sum of \$14,798,883 with allocations of \$12,709,924 for Sewer Fund Operations including Debt Service and \$2,088,959 for various designated Reserves as herein mentioned, and further that said sums for Sewer Fund Operations and Reserves shall not in any way be increased or added to except by a majority vote of all of the members of Council, said vote to be taken by ayes or noes:

SEWER FUND

Operations \$5,953,054 Debt Service _6,056,870

\$12,709,924

Reserves

Reserve for Contingencies \$ 150,000 Reserve for Future Exp. Needs/Ending Balance 1,938,959

> \$ 2,088,959 \$14,798,883

Introduced: May 9, 2000 Adopted: May 23, 2000

(Atcuiv w. Kost Clerk of Council Certified:

F. BE IT ORDAINED That there appropriated from the funds and resources of the Airport Fund for the fiscal year ending June 30, 2001, the sum of \$2,102,626 with allocations of \$2,077,626 for Airport Operations including Debt Service, and \$25,000 for various designated Reserves as herein mentioned, and further that said sums for Airport Operations and Reserve shall not in any way be increased or added to except by a majority vote of all of the members of Council, said vote to be taken by ayes or noes:

AIRPORT FUND

Operations \$1,568,652 Debt Service 508,974

\$2,077,626

Reserves

Reserve for Contingencies \$25,000

\$ 25,000 \$2,102,626

Introduced: May 9, 2000 Adopted: May 23, 2000

Certified:

Catamin W. Kost

Clerk of Counci

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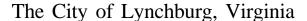
Other Information:

cc: B. Svrcek

M. K. Wallace M. W. Hill C. J. Bibb Finance

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CITY HALL, LYNCHBURG, VIRGINIA 24505 . (804) 847-I 443 FAX . (804) 847-1536

OFFICE OF THE CITY MANAGER

The City Manager's Budget Message Proposed Operating Budget Fiscal Year 2000-2001

April 7, 2000

To the City Council and Citizens of the City of Lynchburg

We submit to you a balanced budget for your consideration for the fiscal year beginning July 1, 2000. This budget proposal meets all legal requirements and preserves the integrity of the City's financial principles. While a balanced budget is the ideal, it comes with a cost. In the past, the operating budget was dependent upon the use of fund balance rather than annual revenues. With this budget proposal, expenditures are recommended to be balanced with annual revenue. One of those costs is a recommendation for an increase in meals and lodging taxes to fund additional resources for the City Schools. In this budget message to you, we will outline the many difficult decisions surrounding this *Proposed Operating Budget for Fiscal Year 2000-2001*.

CITY COUNCIL VISION FOR 2020

Earlier this year, the City Council endorsed the *Lynchburg 2020 Strategic Plan*. The *Lynchburg City Council Vision for 2020 states*:



Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership—all distinguished by responsible and traditional values, involvement, education, new technology, and quality services.

Realizing that government does not have all the answers, we will be a government that is inclusive, bringing together diverse community and regional resources that enable citizens to address the priorities and challenges of the next century.

As a City government, we will be on the cutting edge of change, providing a clear vision, and the driving force to produce.

- Stable, productive, inspiredfamilies
- Strategic economic development center
- An integrated education community
- A community environment second to none
- Responsive, effective local government



Without a doubt, the Strategic Leadership Team (comprised of myself, Deputy City Managers, Community Planning and Development Director, Economic Development Director, Human Services Director, Police Chief and Public Works Director) was challenged with defining both the financial and human resources to achieve the goals associated with the various elements of City Council's vision as noted above. A copy of the *Lynchburg 2020 Strategic Plan: Key Results and Goals* can be found following this Budget Message.

THE BUDGET DOCUMENT

In prior years, City Administration forwarded to City Council a budget with revenues in excess of proposed expenditures, providing City Council with the option of allocating funds to various areas. Beginning with the *FY 2000-2001 Proposed Budget*, City Administration is forwarding to City Council a balanced budget. City Council will continue to receive a document of alternative reductions and enhancements for consideration during their deliberations on the budget.

This budget contains a few new elements that were not contained in the *FY 1999-2000 Budget*. The Budget Overview section contains a Description of Funds, an expanded glossary, a summary of where revenues come from and where revenues are allocated, as well as a description of the budget process. During the next year City staff will work towards refining the process and improving the budget document. We are on a journey of continuous improvement.

In response to concerns raised last year, this budget document includes a more comprehensive and descriptive Budget Message, as well as more detailed departmental information.

FINANCIAL GUIDELINES

City Council adopted Fund Balance and Debt Management policies in August 1999. City Administration is in the process of drafting policies regarding the Budget, Grants, Risk Management, and Investments. These policies provide guidance and discipline for both City Council and City Administration regarding the stewardship of precious public resources. Following are the key elements of the General Fund Balance and Debt Management policies approved by City Council:

- The City shall not use General Fund undesignated fund balance to finance recurring operating expenditures.
- The City will maintain a minimum undesignated General Fund balance of 7% of General Fund revenues with a target undesignated fund balance of 10%.
- Funds in excess of the targeted 10% fund balance may be considered to supplement "pay-as-you-go" capital expenditures, other non-recurring expenditures, or as additions to fund balance.
- The City will not use long-term debt to fund current operations and will continue to utilize "pay-as-you-go" capital financing when feasible.
- The City will not use short-term borrowing to fund current operations.
- The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- Annual debt service expenditures are targeted 10% of total general governmental expenditures.

These policies coupled with the *Lynchburg City Council Vision for 2020 and Strategic Plan* are the foundation for the *Proposed Operating Budget for Fiscal Year 2000-2001*.

BUDGET GUIDELINES

There are four factors that had a major impact in developing a budget for FY 2000-2001 that was responsible and responsive to the City's needs. These four factors are:

- 1. Capital construction needs, including schools, courts, infrastructure improvement and replacement efforts, and downtown redevelopment;
- 2. Compensation for Schools and City employees;
- 3. Resourcing the newly created Fleet Services Internal Services Fund to finance the operation of the City's vehicles and equipment; and,
- 4. Limited revenue growth from the City's major income services, i.e., property tax, sales tax, and State-shared revenues.

During development of the *Draft Capital Improvements Program FY 2001-2006*, a strategy was developed to address the capital construction needs of the City and the Schools for FY 2000-2001. Due to the significant construction needs identified by the Schools Capital Improvements Team that met during last summer and further supplemented by the School Superintendent and School Board, a long term strategy for increasing resources still needs to be identified to address these needs.

For many years, operating departments have been directed to submit a budget at the same baseline level of the current operating budget. As a result, departments were forced to absorb the cost of inflation within their existing operating budget. Most often, this was achieved by leaving vacant positions open longer than necessary so personnel funds could be redirected towards basic operating expenditures. To address this service-delivery disconnect, operating departments were allowed to increase their non-personnel-related budget by 2% to account for inflation. Of course, this came with a cost and will be explained later in this letter.

As in years past, any request for personnel or programmatic increases were included as a service enhancement. Departments did submit service enhancements as well as service reductions with their operating budget requests. These can be found in the separate document entitled, *Alternative Enhancement and Reduction Options*. In creating the Proposed Budget, the Strategic Leadership Team used this document to assist with decision making.

GENERAL FUND OVERVIEW

In late March, the Strategic Leadership Team gathered to balance the budget requests with existing resources. Following is a comparison of the Adopted General Fund budget for FY 1999-2000 compared to the Requested and Proposed General Fund Budgets for FY 2000-2001:

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	Adopted	Requestea	Proposea	Increase	Percentage
Revenues	FY 1999/2000	FY 2000/2001	FY 2000/2001	(Decrease)	<u>Change</u>
General Fund Revenues	\$102,752,749	\$104,873,408	\$106,364,515	\$3,611,766	3.52%
FY 1999/2000 Turnback	0 ^a	0	310,000	310,000	100.00%
Life Insurance Savings	0	0	190,000	190,000	100.00%
Total Resources	\$102,752,749	\$104,873,408	\$ 106,864,515	\$4,111,766	4.00%
^a Included in the \$102,752,749 C <u>Expenditures</u>	General Fund Revenues				
Operating	\$ 64,164,561	\$ 69,813,985	\$ 67,756,681	\$3,592,120	5.60%
Reserves	4,869,734	4,195,440	3,627,341	(1,242,393)	-25.51%
Debt Service	9,224,442	9,391,102	9,391,102	166,660	1.81%
Schools-Local	25,407,852	30,258,234	26,089,391	681,539	2.68%
Total	\$103,666,589	\$113,658,761	\$ 106,864,515	\$3,197,926	3.08%

REVENUES AND OTHER FINANCING SOURCES

		FY 1999-2000	FY 2000-2001		Percent
	FY 1999-2000	Revised	Projected	Increase	Increase
Revenue Category	<u>Adopted</u>	<u>Estimate</u>	Revenue	(Decrease)	(Decrease)
Property Taxes	\$ 43,582,764	\$ 44,043,442	\$ 44,639,067	\$1,056,303	2.4%
Business Licenses	6,228,892	6,210,165	6,466,854	237,962	3.8%
Utility Taxes	5,556,762	5,839,769	6,045,782	489,020	8.8%
Sales Tax	10,247,499	10,411,152	10,719,375	471,876	4.6%
Public Assistance Grants	5,695,297	5,209,921	5,142,753	(552,544)	-9.7%
Other Revenues	31,441,535	34,650,132	33,350,684	1,909,149	6.1%
Total	\$102,752,749	\$106,364,581	\$106,364,515	\$3,611,766	3.5%

FY 2000-2001 revenues are projected to increase \$3.6 million or 3.5 % over the FY 1999-2000 Adopted Budget. Property taxes, including real estate, personal property, Public Service Corporations, and penalty and interest are projected to increase \$1.1 million or 2.4%. The City of Lynchburg reassesses property every two years. Property will be reassessed in 2001. For comparison purposes, the actual increase in assessments from FY 1997-1998 to FY 1998-1999 was 2.9%.

Business licenses are projected to increase \$237,962 or 3.8%. The increase in business licenses illustrates the continued strength of the local economy. Utility taxes are projected to increase \$489,020 or 8.8% from the FY 1999-2000 Adopted Budget. Electricity, gas, telephone, cellular telephones, and right-ofprojected to increase \$252,071 or 8.0% from the FY 1999-2000 budget projection. With the rapid growth of cellular telephones, this tax is projected to increase from the FY 1999-2000 Adopted Budget projection of

\$471,876 or 5% over the FY 1999-2000 Adopted Budget. It should be noted that the sales tax projection does not include the retail development underway on Wards Road (Best Buy, Target, Pet Smart, Barnes & Noble, resulting from these new retail establishments.

Public Assistance Grants are projected to decrease \$552,544 or 9.7% based on best information from

actions taken by the State. Other miscellaneous revenues projected in FY 2000-2001 are projected to increase \$905,339 or 2.9%. This category includes revenues such as Franchise Taxes for Cable Television (\$494,400),

Taxes (\$6,324,169). In addition, revenues in this category include licenses and permit fees, fines and forfeitures, interest on investments, property rental, intergovernmental revenues, and other miscellaneous

In the Other Revenues category, City Administration proposes increased fees for Emergency Medical Services with estimated new revenue of \$40,000 and \$100,000 in new revenue for development fees. The Transportation.

To fund a 4% increase in compensation for City Schools personnel and an 11% increase in the

A meals tax increase of .5% is included in the revenue projections. This increase is projected to generate \$512,909 in revenue. In addition, a \$1.00 per night per room lodging tax is recommended. This increase is

in new lodging tax revenue. Details of the proposed local contribution for Schools can be found in the section entitled *Lynchburg City Schools – Local Contribution*.

City Administration will conduct a full review, complete with comparative data, of all City fees for consideration during the development of the FY 2001-2002 budget cycle or during a FY 2000-2001 mid-year budget review.

The FY 1999-2000 turnback is an amount that each General Fund department has traditionally returned for use as discretionary funding for service enhancements along with new revenue. Due to the nature of this year's budget, City Administration recommends that these funds be used for funding one-time operating expenditures in FY 2000-2001. Life insurance savings are a one-time resource resulting from premium savings over the past two years as defined by the Commonwealth.

When balancing current revenue sources with growing expenditure needs, it is abundantly clear that the City is faced with a dilemma over the next several years. Certainly, City Administration will continue to look at enhancing revenue collections and achieving even greater efficiencies within its operations.

On the other hand, and particularly given the construction needs of the Lynchburg City Schools, additional revenue sources will have to be identified. While City residents contribute significantly to the surpluses at both the Federal and State level through the income tax, the City does not share in this revenue since no component of the income tax is returned to the City for service delivery or capital construction needs.

Without assistance from the State, the City must pursue additional revenue opportunities. A chart that indicates the amount of revenue that could be generated in those few areas where localities have the flexibility to increase revenues is attached to this Budget Message.

EXPENDITURES

<u>Expenditures</u>	Adopted FY 1999/2000	Requested FY 2000/2001	Proposed FY 2000/2001	Increase (Decrease)	Percentage Change
Operating	\$ 64,164,561	\$ 69,813,985	\$ 67,756,681	\$ 3,592,120	5.60%
Reserves	4,869,734	4,195,440	3,627,341	(1,242,393)	-25.51%
Debt Service	9,224,442	9,391,102	9,391,102	166,660	1.81%
Schools-Local	25,407,852	30,258,234	26,089,391	681,539	2.68%
Total	\$103,666,589	\$113,658,761	\$106,864,515	\$ 3,197,926	3.08%

General Fund expenditures are proposed to increase \$3,197,929 or 3.08% over the FY 1999-2000 Adopted Budget of \$103.7 million. Following are 14 priority items identified as critical for both City and Schools. Highlights of the General Fund expenditure increases include:

•	4% employee compensation increase to base salary	\$1,842,834
	(including a compensation plan structure adjustment, market	
	adjustments, reclassifications, and a public safety compensation plan)	
•	Health Insurance Increase (City)	266,676
•	4% employee compensation supplement and health insurance	681,539
	increase for employer's contribution for employee (Schools)	
•	Chamber of Commerce Tourism Program	81,265
•	Firefighters (3)	100,550
•	Turnout Gear Replacement for Firefighters	25,000
•	Police Personnel – 2 Sworn/5 Civilian	6,575
	(local match for COPS grant positions)	
•	Police Cadet Program	91,407
•	Lynch's Landing (Riverfront/Downtown Plan Implementation)	30,000
•	Tuition Reimbursement for employees	18,000
•	Occupational Health Program	53,891
•	Fleet Services	941,205
•	Assistant City Attorney	68,077
•	Miscellaneous VDOT reimbursable expenses	<u>197,298</u>

\$4,404,317

Total Expenditure Highlights

The increase in expenditures is offset by a reduction of \$1,242,393 in various reserves historically funded by the City, as well as various reductions in City operating departments. Details of these adjustments can be found in the Reserves Adjustments and Operating Expenditure Reductions sections of this letter.

The proposed expenditures in employee compensation, health insurance, tuition reimbursement, and reclassifications for City employees are reflective of the City's commitment to retaining and recruiting a competitive workforce. The increase in health insurance reflects 10 months of funding (October-June). City Administration will convert this contract from an October 1-September 30 contract to one that is consistent with the City's fiscal year (July 1 to June 30). Because the City only has six months of experience with the Piedmont Health Plan, the City's new health insurance carrier, a more precise number will be developed during August for both the City's share and employee's contribution for family coverage. City Administration expects a health insurance increase and for budgeting purposes has included \$266,676 to fund the City share for employees.

An amount of \$100,550 is included to fund three firefighter positions that were added during this fiscal year. In addition, \$25,000 is included to begin a phased program for turnout gear replacement for firefighters.

Funding for the seven Police Department positions are the result of the approval of a grant for additional Police Department staff. The conditions of the COPS (Community-Oriented Policing) grant agreement state that the City must retain these officers as permanent positions and not supplant other existing Police Department positions. The full impact of these positions is \$190,929; an amount of \$184,354 is already included in the base budget.

Grant funding was received this year for a Police Cadet Program. City Council approved this program earlier this year. This program is recommended for continued funding to assist in developing a more diverse police department.

The City Council has established the revitalization of the downtown/riverfront as a high priority and commissioned the development of a plan to guide future development. Previous plans have remained on the shelf, in part due to an ineffective implementation strategy. It is proposed that an existing full-time economic development/planner position be devoted to downtown economic development, plus \$30,000 in FY 2000-2001, and \$60,000 in FY 2001-2002 to support Lynch's Landing strategies to implement the Downtown/Riverfront Plan.

An amount of \$53,891 is included to fund purchased services such as x-rays, lab work, medical supplies and vaccines as well as increased hours for the current part-time Occupational Health Nurse. Current funding levels of the Occupational Health Program, which began in May 1999, result in an unmet need of approximately 93 mandated public safety physical exams, 200 pre-employment drug/alcohol screenings, 100 hepatitis series and 500 TB baseline tests. The increased funding for this program will save additional City resources and avoid unnecessary administrative fees by providing all physical exams, drug testing and vaccinations for public safety and public works applicants and employees. Since this program began, estimated savings to the City are \$84,230.

In December 1997, City Council approved the recommendations included in the Fleet Management Study. Beginning in FY 2000-2001, a Fleet Services Internal Services Fund is recommended to further implement the recommendations of the Management Study. Fleet operations (preventive maintenance,

administration, repair, fuel, etc.) and vehicle replacements are the two primary components included in this Internal Services Fund. In the past, operating departments have included funding in their individual budgets for fleet services. With the Internal Services Fund, the operations and vehicle replacement program will be centrally managed and charges will be made to all departments based on fleet utilization within the department. In turn, operating departments will budget funds as projected by the Fleet Services Director based on trend experience and fleet utilization. This approach substantially increases departmental accountability. Funds traditionally budgeted in operating departments for fleet services have been reduced to fund the Internal Service Fund. To fully fund the operations component of the Internal Services Fund, an amount of \$593,016 is recommended in this proposal. This recommendation includes adjusting the cost of fuel which was budgeted at \$.50/gallon in FY 1999-2000 to \$1.00/gallon in FY 2000-2001.

It should be noted, that due to constrained fiscal resources and the need for analysis of a recently completed Fleet Utilization Study, City Administration does not recommend the charge back to departments for their contribution to the vehicle replacement depreciation fund this year. Following analysis of the Fleet Utilization Study, depreciation rates will be developed and will substantially impact the FY 2001-2002 budget. However, an amount of \$348,189 is included as a contribution to the vehicle replacement depreciation fund in FY 2000-2001.

Funding in the amount of \$68,077 is recommended for a full-time Assistant City Attorney and associated operating costs. This position is needed to provide more timely response to City departments in legal matters, particularly for child and adult protective services, schools, and real estate work related to the CSO projects.

The City's Virginia Department of Transportation reimbursement for highway maintenance is increased \$197,298. It is proposed that these funds be used for the upgrade, repair and maintenance of the City's street lighting and overlay programs as well as to increase maintenance standards at Parks and Recreation facilities and on right-of-ways.

OPERATING EXPENDITURE REDUCTIONS

The Strategic Leadership Team reviewed City expenditure priorities and recommend the following expenditure reductions to ensure a balanced budget and sufficient funding for employee compensation, vehicle maintenance, and new priorities. The basis for these reductions was to identify those areas where the least impact of service delivery would be realized, coupled with changing priorities as identified in the *Expenditures* section. Following are the details of proposed expenditure reductions by program area in the General Fund:

<u>City Manager/City Clerk</u>Word Processing Specialist	\$ 24,688
Business Systems	
 Assessor Miscellaneous operating expenses 	\$ 2,053
 Budget Miscellaneous operating expenses 	\$ 1,500

 Financial Services Miscellaneous operating expenses (Accounting) Accountant III (Accounting) Miscellaneous operating expenses (Billings & Collections) Procurement 	\$	25,000 35,900 15,000
Miscellaneous operating expenses, wages Budget and Procurement Manager Internal Audit	\$	14,075 40,000
Miscellaneous operating expenses	<u>\$</u>	3,000
Total Business Systems	\$	136,528
Community Safety		
• School Resource Officers/Police (5)	\$	181,675
• Administrative Secretary/Fire (1)		26,634
Total Community Safety	\$	208,309
Commonwealth Attorney		
 Commonwealth Attorney Assistant Commonwealth Attorney (100% City funded) 	\$	36,962
71551stant Commonwealth 7ttorney (100% City Italiaca)	Ψ	30,702
Community Planning and Development		
 Community Development Manager 	\$	57,143
Economic Development	Φ.	62.022
Strategic Business Developer Bulling Grant France Control of the Control of	\$,
Reduction in General Fund transfer to Airport		422,163
Miscellaneous operating expenses Total Footomic Dayslopment	\$	20,000 505,085
Total Economic Development	Ф	303,063
Human Services		
Miscellaneous operating expenses	\$	22,270
 Reduction in Parks and Recreation Department 		75,000
programs and services		
 Library retirement savings 		7,073
Total Human Services		\$104,343
Public Works		
Miscellaneous operating expenses	\$	113,500
 Fringe Benefits charge back to work performed on 	Ψ	125,000
capital projects		,
Building Maintenance (Maintenance Mechanic I)		35,000
Contractual Services		30,000
Street Maintenance		70,000
 Tulip Plantings Citywide 		6,500
Carpet and Painting		25,000
Total Public Works	\$	405,000

Strategic Planning Unit		
Human Resources		
Galleria Lease	\$	25,442
Organization Development		
Miscellaneous operating and contractual services	\$	26,204
Total Strategic Planning Unit	\$	51,646
Non-departmental		
Urban Partnership	\$	5,000
 Strategic Initiatives allocation from new revenue 	\$	318,099
sources per ordinance		
General Fund Contingency	\$	250,000
Total Non-departmental	\$	573,099
Total General Fund operating budget reductions	\$ 2	2,102,803

The reduction in City expenditures of \$2,102,803 is approximately equal to the total recommended for the 4% employee compensation increase of \$1,842,834 (including a compensation plan structure adjustment, market adjustments, reclassifications, and a newly created public safety compensation plan) and a projected increase for the employer's contribution for employee health benefits of \$266,676 for a total of \$2,109,510.

Following is a summary description of expenditure reductions:

• <u>City Manager/Clerk of Council</u>

A Word Processing Specialist is proposed to be eliminated in the City Manager's office. The impact of this reduction will result in not moving forward with any new electronic data initiatives relative to City Council reporting and agendas.

• Business Systems

The various reductions in the Business Systems area will impact the purchase of supplies and particularly overtime wages in the Financial Services Department. Staff is continuing to look for efficiencies in the way that work is processed in both Accounting and Billings and Collections. With diminished resources for wage employees over the next year, citizens may feel the impact in longer lines to pay their various City bills. An Accountant III position is recommended for elimination. Additional reductions will affect maintenance service contracts and various training efforts.

An amount of \$14,075 is recommended for reduction in Procurement as a result of the migration of the purchasing program being migrated to the New World System, thereby eliminating the need for external software support. Funding for a temporary employee is also eliminated; existing staff will conduct the research currently facilitated by temporary employees. In addition, the Budget and Procurement Manager position is recommended for elimination primarily due to the decentralization of purchasing processes into departments.

Miscellaneous operating expenses in the amount of \$3,000 are recommended to be considered as part of the overall reduction package.

• Community Safety

Five School Resource Officers are proposed to be deleted as they are not inherently critical to the overall performance of the Police Department's basic mission of protecting persons and property, preventing and investigating crimes.

An Administrative Secretary position in the Fire Department is proposed to be eliminated.

The City funds an Assistant Commonwealth Attorney in the amount of \$36,962. It is recommended that this funding be redirected towards funding the newly created Assistant City Attorney position.

• Community Planning and Development

The Community Development Manager position is proposed for elimination. The elimination of this position will result primarily in reduced grant writing, reduced staff support for enterprise zone administration, and support for the housing policy and inner city redevelopment. Staff feels confident that these efforts can be eventually be absorbed internally with substantial reassignment of responsibilities.

• Economic Development

An Airport Marketing Manager position is recommended for deletion in the Airport budget resulting in a reduction in the General Fund transfer to the Airport Fund of \$62,922. In addition, with new management at the Airport and restructuring existing programs and priorities, the General Fund transfer to the Airport is recommended to be reduced by \$422,163 from the prior year.

Miscellaneous operating expenses and contractual services in the amount of \$20,000 are recommended to be reduced in the Office of Economic Development.

Human Services

An overall reduction of 2% of miscellaneous operating expenses is recommended throughout Human Service departments (Social Services, Juvenile Services, Parks and Recreation and Libraries).

A one-time savings in the amount of \$7,073 is realized in Libraries due to retirements resulting in salary savings.

Various Parks and Recreation Programs are proposed for reduction and/or elimination as follows:

- Athletic Stakeholders (\$20,335): Eliminates funding for facility and equipment upgrades related to athletic programming.
- Naturalist (\$2,557): Eliminates the James River Conservation Club.
- Jackson Heights Recreation Center/Art Programs (\$15,265): Closes the Jackson Heights Recreation Center due to its limited use as well as the Traveling Arts Program
- Summer Playground Programs (\$10,013): Eliminates the summer playground program from Peaks View Park, Riverside Park, Fort Hill, Hutcherson, Sheffield and Payne.

- Fairview Center (\$2,569): Reduces hours from 3 days a week to two days a week and the associated classes on Wednesdays.
- Van Transportation Services (\$2,480): Thursday shopping trips (24 trips/12-15 people) will either be eliminated or will be supported by van donations throughout the year.
- Volleyball at Armory (\$1,694): The Monday Open Gym Senior Volleyball Program will end, affecting 10-15 senior adults.
- Arts (\$1,000): Eliminates one of two Follysticks Theatre productions.
- Arts Programs (\$2,600): This reduction results in the elimination of 20 art classes affecting 200 students of all ages.
- Community Market (\$13,946): Deletes two special events at the Market with a revenue impact of approximately \$8,500.
- Writers Club (\$273): The Senior Writers Club will be eliminated for 5 seniors each month. As an alternative, the participants can meet at the College Hill Center where a staff person is already working.
- Miscellaneous (\$2,268): Various other cost savings measures to be determined.

Public Works

An overall reduction in the amount of \$113,500 or 2% in operating expenses is recommended in Public Works. Also, \$125,000 in fringe benefits associated with staff that work on capital projects is recommended to be shifted to the capital projects for which the salary is charged for work performed on the project. A vacant Building Maintenance Mechanic I is proposed for elimination. Contractual services and street maintenance are proposed to be reduce by \$100,000. The Citywide tulip planting program is proposed for elimination. And, carpeting and painting efforts are proposed to be reduced by \$25,000.

• Strategic Planning Unit

An amount of \$25,442 is recommended to be deleted for the funding of the lease in the Galleria currently occupied by Information Technology and used as much needed meeting space for City Hall. Two positions in Information Technology will need to be relocated to other areas prior to the proposed renovation of space in the Carter Glass Building.

Miscellaneous operating expenses and contractual services in Organization Development are proposed to decrease \$26,204.

Miscellaneous

A decrease of \$5,000 is proposed for the City's participation in the Urban Partnership. The Strategic Initiatives annual allocation based on new revenue is proposed to be redirected to other funding priorities. And, the General Fund Contingency is proposed to be decreased by \$250,000 from the CIP recommended funding of \$1,000,000.

RESERVES ADJUSTMENTS

Following is a chart indicating the changes in the reserve funds proposed for the City:

					Percentage
	Adopted	Revised	Proposed	Increase	Increase
Reserve	FY 1999/2000	FY 1999/2000	FY 2000/2001	(Decrease)	(Decrease)
Contingency-Legal	\$ 100,000	\$ 100,000	\$ 0	\$ (100,000)	-100.0%
Heavy Equipment	400,000	400,000	0	(400,000)	-100.0%
Streets and Bridges	500,000	500,000	500,000	0	0.0%
Contingency	1,350,000	1,350,000	750,000	(600,000)	-44.4%
Strategic Initiatives	2,377,341	2,377,341	2,377,341	0	0.0%
Strategic Initiatives/	142,393	188,022	0	(142,393)	-100.0%
Total	\$4,869,734	\$4,915,363	\$3,811,421	\$(1,242,393)	-25.51%

The various reserve accounts are proposed to decrease in the amount of \$1,242,393. The contingency for legal was a reserve account for renovations for the Commonwealth Attorney and is not needed on a recurring basis. Heavy equipment will begin to be purchased from a Citywide equipment replacement fund that, in the first year, will be funded from the balance of the reserve account in the General Fund as well as the Enterprise Funds. The General Fund Reserve for Contingency is reduced by \$600,000 to assist in the overall reductions needed to balance the budget. This account will be reviewed at a FY 2000-2001 midyear budget review.

DEBT SERVICE

Debt service is projected to increase \$166,660 or 1.81%. The City finances its entire Capital Improvement Program with general obligation bonds. As part of the Capital Improvement Program process, City Administration proposes that we begin to allocate a portion of our fund balance above the 10% City Council guideline to pay-as-you-go capital construction. The FY 2000-2001 debt service ratio as a percent of operating expenditures is 9.1%

PERSONNEL

Compensation and Benefits

As previously stated, a 4% compensation increase to base salary is recommended for all full- and part-time classified employees.

One of the most important aspects of city government budget making is the allocation of resources associated with improved employee compensation as well as employment-related benefits. In keeping with City Council's Vision and the Strategic Plan Focus Area – "Responsive, Effective Local Government", particularly Key Result S, and Goal 48 - one of the highest funding priorities is ensuring competitive employee compensation including wages, salaries, and benefits. In the absence of a competitive market-based compensation program and benefits, the City will be unable to maintain the creative workforce necessary to sustain organizational effectiveness and high quality municipal services. Despite a strong labor market over

the past year, the City has experienced a relatively stable workforce with a below average turnover rate and for the most part a favorable recruiting atmosphere for nearly all positions.

The aim of the City's compensation philosophy is to attract and retain qualified, competent municipal employees representative of the community while maintaining pay ranges closely matched to the average pay in the relevant labor market. This year's labor market benchmark study of 133 positions, representing 830 employees, (equivalent to 70% of the municipal workforce), indicated an overall average of actual pay within 98% of market. While the overall average of actual pay is extremely favorable, the City's pay structure is somewhat below market. In order to ensure that City pay grades, i.e. range minimums, midpoints and maximums remain competitive, it is proposed that the ranges be structurally adjusted toward three (3%) percent. This structural adjustment to the pay ranges will result in compensation increases for approximately 40 employees to bring them to the minimum for each pay grade adjusted. Even with this structure adjustment, a review of market pay, recruitment difficulties, and turnover rates for specific positions indicates that approximately 20 jobs would require an adjustment in grade placement to achieve market rate compensation. This adjustment in grade placement would result in increases to minimum of the new grade for approximately 70 employees. The estimated costs for these adjustments total \$136,582.

In order to maintain overall labor market competitiveness for all employees, a 4% percent merit increase calculated on base pay, rather than mid-point, is recommended for the upcoming fiscal year. This merit increase is estimated to cost \$1,549,960 and would continue to ensure that the employee compensation plan remains competitive with the labor market.

Additionally, a change is recommended in the Police and Fire Departments compensation program to establish and implement a new Public Safety Compensation Schedule for sworn public safety personnel. This modification of the Compensation Schedule is estimated to cost \$48,928 and would permit a more competitive and strategic response to unique market conditions related to attracting and retaining personnel in sworn public safety positions.

Based on the City's health/medical plan experience, the employee-related fringe benefit costs will require an increase in the funding of the health/medical program and a 5% percent for dental program to keep pace with the rising costs associated with these benefits. The exact amount of the health insurance increase will be determined later this year. These recommended enhancements and adjustments to the employee compensation and health-related benefits total \$1,735,470 and \$266,676 respectively. Comparatively smaller amounts are proposed for the same purposes in the Airport, Juvenile Detention, Utility, and the Solid Waste Management Funds. Additionally, the compensation program recommendations include \$18,000 to fully fund the Tuition Reimbursement Program benefit and \$107,364 to fund ongoing employee reclassifications to ensure market competitiveness throughout the upcoming Fiscal Year 2000-2001.

The City Council Work Session scheduled for April 11th will be devoted to a more in-depth and complete discussion of municipal compensation and benefit issues and concerns.

Over the past several years, City Administration has attempted to work with School Administration to identify common positions that would facilitate the development of a common City/School pay structure and compensation plan. To date, we have been unsuccessful in fully achieving this goal.

Additional Positions

The following positions are recommended to be added in the General Fund with the source of funding as noted:

\$65,964

- Parks and Recreation Business Manager

 The purpose of this position is to effectively develop and implement business plans for City Stadium, Peaks View Park, and the Community Market, and to facilitate all special events, including events at the Riverfront. It is anticipated that this position will be self-supporting if not revenue generating within 3-5 years. Funding in the amount of \$37,000 is redirected from the festival account in Community Planning and Development to fund this position, together with a projected carryover in the festival account.
- Billings and Collections Receptionist
 This position was funded as a service enhancement in FY 1999-2000.
 This position has responded to over 4,000 calls since July 1, 1999 and has resulted in enhanced customer service in this area. Funded with reductions in supplies and contractual services in Billings and Collections.
- Strategic Planner
 This purpose of this position is to continue funding for the Strategic Planner approved by City Council during FY 1999-2000. This position is responsible for strategic and long-range planning on an integrated basis. Funding for this position is from increased development fees proposed above.
- Human Services Network Planner
 \$32,516

 The purpose of this request is to create a full-time position, currently filled with a wage employee. This position will help support the 240 computers within Human Services. Funding for this position is from redirecting funding within Social Services and Juvenile Detention.
- Library Reclassification of Non-seasonal Wage to Permanent Part-time Status
 This request completes the three-year phase-in of converting employees from
 non-seasonal wage employees to permanent part-time status. The only cost
 associated with this conversion is the cost of vacation, which will be absorbed
 in the baseline budget.

It should be noted that the positions listed in the expenditure reduction section are comprised of vacant positions as well as positions that contain personnel. The City has a managed vacancy policy that will be discussed with those persons affected by the proposed reductions to ensure a smooth transition to vacant City positions or private employment.

City government's primary responsibility is the delivery of municipal services. As service demands change and new ones emerge, government must make the necessary organizational adjustments to address these changing demands. These adjustments may take the form of acquiring new technologies, reallocation or elimination of funding, change in processes or service levels, or even the addition or reduction in the workforce.

LYNCHBURG CITY SCHOOLS-LOCAL CONTRIBUTION

The Lynchburg School Board has requested a \$4,850,382 increase in City funding for FY 2000-2001. This increase can be contrasted with a \$1,372,698 increase in State funding for the coming year. The \$4.85 million requested is primarily for salary increases and benefits. It is clear that it is important that teacher salaries remain competitive to attract and retain teachers in a time when fewer people are entering the profession and increasing numbers of teachers will be retiring over the next five years. The same is true for other public servants, i.e., police officers, social workers, refuse collectors, and administrative support positions.

In recent years much of the controversy surrounding the City and School Budget process finds its basis in differences in how the City and School systems determine what competitive salaries are in the labor market and the desired goal within the labor market, i.e., 90%, 100%, or 125% percentile. The City's goal is to be at median of the market, i.e., 100 percentile. Last year, the City and Schools' staffs worked together to ensure fair and equitable comparisons for non-teaching positions. If we continue with our current "apple to orange" comparisons, without common principles to guide compensation practices for all public servants, the process will pit public servant against public servant, rather than ensuring competitive compensation for all. It is recommended that the City Council and School Board develop similar compensation and financial policies to increase the opportunities for cooperation between the City and Schools.

Further, with the declining enrollment in the Lynchburg Public Schools, the School Board should review its option to reduce operating costs to help fund the requested salary increases as the City has done this year.

In the interim, the City Administration recommends an increase in the local contribution to the Schools of \$681,539 to supplement the \$1,372,698 in increased State funding for FY 2000-2001. It is estimated that a 4% increase for all School employees (with the associated VRS, Life Insurance, and FICA impact) will cost \$1,825,463. An 11% increase in health benefits for 1,325 employees is estimated at \$233,439. The total of these two increases is \$2,058,902. The City proposes to fund most of the difference between the \$2,058,902 and the additional State funding of \$1,372,698 or \$686,204 with the proposed increase in lodging and meals taxes of \$681,539.

In light of the Schools request for increased capital improvements funding, it will be necessary for the School Board to reevaluate its requested City funding or for City Council to fund the Schools request at a level to provide increased compensation for School personnel balanced against the citizens' ability to pay.

OUTSIDE AGENCIES

Consistent with the Non-profit Policy adopted by City Council in late 1999, outside agencies are funded at the same level as in FY 1999-2000. The policy states that agencies that were funded in the FY 1999-2000 budget would be grandfathered into the budget rather than having to compete with other agencies for the pool of funds allocated following completion of the City's annual audit.

AIRPORT FUND

	FY 1999-2000	FY 1999-2000	FY 2000-2001		Percent
	Adopted	Revised	Proposed	Increase	Increase
Revenue Category	Revenues	Revenues	Revenues	(Decrease)	(Decrease)
Space Rental and Concessions	\$ 951,965	\$1,020,965	\$1,280,755	\$ 328,790	34.54%
Landing Fees	188,000	204,000	182,000	-6,000	-3.19%
General Fund Transfer	988,456	988,456	503,371	-485,085	-49.08%
Interest and other	118,500	175,979	136,500	18,000	15.19%
	\$2,246,921	\$2,389,400	\$2,102,626	\$-144,295	-6.42%
		FY 1999-2000	FY 2000-2001		Percent
	FY 1999-2000	Revised	Proposed	Increase	Increase
Expenditure Category	<u>Adopted</u>	Estimate	Expenditures	(Decrease)	(Decrease)
Operating-Departmental	\$1,414,800	\$1,457,409	\$1,383,122	\$ -31,678	-2.24%
Operating-Non-Departmental	268,156	368,027	180,282	-87,874	-32.77%
Debt Service	538,965	538,965	508,974	-29,991	-5.56%
	330,703	330,703	200,771	,	2.2070

The Airport is budgeted as a separate fund to clearly delineate the support from the General Fund. Subsequent to the preparation of the FY 1999-2000 budget, new airport management assumed responsibility for this municipal function. During FY 1999-2000 the annual airport budget was realigned for FY 2000-2001 to correspond with customary airport budgetary accounting. While comparing budgets between fiscal years would be difficult to assess changes, the efforts to improve the management of this activity have resulted in a \$409,143 or 41% reduction in the support from the General Fund. This has been accomplished with increased revenues from parking and rental car concessions. Also a new rental car facility charge was implemented and is expected to yield \$132,000 in new annual revenues. Concurrent with the increased revenues, reductions have occurred in expenditures with the largest component, \$70,000, being derived by reducing the indirect support provided by the General Fund.

WATER FUND

	FY 1999-2000	FY 1999-2000	FY 2000-2001		Percent
	Adopted	Revised	Proposed	Increase	Increase
Revenue Category	Revenues	Revenues	Revenues	(Decrease)	(Decrease)
Charges for Services	\$6,032,757	\$6,112,491	\$6,257,374	\$224,617	3.72%
Water Contracts	1,536,188	1,607,223	1,622,163	85,975	5.60%
Interest and Other	223,996	230,500	230,500	6,504	2.90%
	\$7,792,941	\$7,950,214	\$8,110,037	\$317,096	4.07%

		FY 1999-2000	FY 2000-2001		Percent
	FY 1999-2000	Revised	Proposed	Increase	Increase
Expenditure Category	<u>Adopted</u>	Estimate	Expenditures	(Decrease)	(Decrease)
Operating	\$4,860,466	\$4,614,048	\$4,981,676	\$121,210	2.49%
Debt Service	2,246,388	2,277,903	2,291,564	\$45,176	2.01%
Transfers to Capital Fund	700,000	700,000	800,000	\$100,000	14.29%
Total	\$7,806,854	\$7,591,951	\$8,073,240	\$266,386	3.41%
Debt Coverage Ratio Target	1.20	1.20	1.20		
Debt Coverage Ratio	1.44	1.44	1.35		
Fund Balance Ratio Target	40%	40%	40%		
Fund Balance Ratio	50%	55%	51%		

Water Fund revenues are projected to increase overall 4.07% with expenditures projected to increase 3.41%. The revenue increase is primarily attributable to the continuation of the policy that began in 1995 to consider annual rate adjustments to provide necessary funding for increases in operating and debt service costs. The level of rate increase also is intended to maintain the fund balance and debt coverage ratio at levels that meet the financial policies established by City Council in August 1999. With the rate increase recommended by the City's utility rate consultant, PricewaterhouseCoopers, and adopted by City Council in March 2000, the fund balance is projected to be 51% for FY 2000-2001 with a debt coverage ratio of 1.35. The financial policies adopted by City Council are to maintain a target fund balance of 40% of annual fund expenses and a debt coverage ratio of no less than 1.2.

The small increase in debt service payments occurs despite an increase in capital expenditures because the City revised its borrowing terms. Up until FY 2000-2001 long-term borrowings were based on 20-year repayment terms. Based on the recommendation of the utility rate consultant and the City's Financial Advisor BB&T Capital Markets, the repayment schedule on new borrowings will be based on a 30-year amortization. These repayment terms are more indicative of financing used by many utilities.

More than 50% of the residential customers use 6hcf or less of water per month. These customers will see increases of approximately 3%. For those customers that use more than 30hcf the increase will be in the 4-5% range. This is due to the gradual phase-out of the second and third block water rates.

The City's Water Fund can be characterized as having low rates, ample capacity and positioned for significant growth opportunities in its customer base. However, the City has recently been advised that one of the large contract customers will relocate its operations in another state. For the Water Fund the revenue loss will be approximately \$100,000 per year. This revenue loss will be factored in during consideration of the next annual rate review.

SEWER FUND

Revenue Category Charges for Services Water Contracts Interest and Other	FY 1999-2000 Adopted <u>Revenues</u> \$10,182,681 2,538,647 109,500 \$12,830,828	FY 1999-2000 Revised <u>Revenues</u> \$ 9,746,218 2,745,272 129,500 \$12,620,990	FY 2000-2001 Proposed <u>Revenues</u> \$10,325,006 2,991,713 129,500 \$13,446,219	Increase (<u>Decrease</u>) \$142,325 453,066 20,000 \$615,391	Percent Increase (<u>Decrease</u>) 1.40% 17.85% 18.26% 4.80%
Expenditure Category Operating Debt Service Transfers to Capital Fund Total	FY 1999-2000 <u>Adopted</u> \$ 6,461,602 5,205,882 125,000 \$11,792,484	FY 1999-2000 Revised <u>Estimate</u> \$ 6,302,489 5,135,375 400,000 \$11,837,864	FY 2000-2001 Proposed Expenditures \$ 5,953,054 6,056,870 700,000 \$12,709,924	Increase (<u>Decrease</u>) \$-508,548 850,988 575,000 \$ 917,440	Percent Increase (<u>Decrease</u>) -7.87% 16.35% 460.00% 7.78%
Debt Coverage Ratio Target Debt Coverage Ratio Fund Balance Ratio Target Fund Balance Ratio	1.20 1.25 25% 13%	1.20 1.23 25% 11%	1.20 1.23 25% 15%		

Sewer Fund revenues are projected to increase overall 4.8% with expenditures projected to increase 7.8%. The revenue increase is primarily attributable to the continuation of the policy that began in 1995 to consider annual rate adjustments to provide necessary funding to ensure compliance with the Special Order between the City and Department of Environmental Quality (DEQ) for the correction of Combined Sewer Overflows (CSO) and to provide for necessary increases in operating and debt service costs. The level of rate increase is intended to maintain the fund balance and debt coverage ratio at levels that meet the Special Order. The order establishes a compliance schedule and project priorities for implementation of the CSO control plan. The compliance schedule does not contain fixed dates for implementing the CSO control plan, but rather provides for implementation based on three criteria that reflect the limits of the City's financial capability. The first criterion requires the City to implement rates in order that the annual residential sewer bill exceeds 1.25 % of median household income (MHI) and the sewer volume rate for industrial users equals the residential rate. The second criterion requires the City to maintain a sewer operating debt coverage ratio within a range of 1.15 to 1.5 times, and the third criterion requires the City to have reserve funds of equal to no more than 25 % of the subsequent years budgeted operating expenditures. With the rate increase recommended by the City's utility rate consultant, PricewaterhouseCoopers, and adopted by City Council in March 2000, the fund balance is projected to be 15% for FY 2000-0001, a debt coverage ratio of 1.23, and the new rates are approximately 1.3% of MHI.

More than 50% of the residential customers use 6hcf or less of water per month. These customers will see increases of approximately 5%. This sewer volume rate generates approximately 70% of the Sewer Fund revenues. During FY 1999-2000 the Sewer Fund volume is projected to decline. Although revenues from

these customers are projected to increase 1.40%, a rate increase of 5% is needed to fund operating and debt service expenses but also to ensure compliance with the Special Order

The increase in debt service payments is a direct result of increased borrowings to fund the Sewer Capital Improvements Program that is the source for the CSO correction initiatives. Since July 1, 1993, the City has expended, authorized and appropriated through June 30, 1999 \$102,322,206 for CSO and other water quality projects. These monies have reduced the original 132 overflow points to 68. The CSO initiative has included the completion of or projects in progress of 17 interceptor, 17 sanitary and stormwater separation and the rainleader disconnect projects. With this construction there has been a 50% reduction in combined overflow volume. Similar to the Water Fund, up until FY 2000-2001 long-term borrowings were based on 20-year repayment terms. Based on the recommendation of the utility rate consultant and the City's Financial Advisor, BB&T Capital Markets, the repayment schedule on new borrowings will be based on a 30-year amortization. These repayment terms are more indicative of financing used by many utilities.

Operating expenses are projected to decrease because construction activity at the wastewater treatment plant will be completed which should require less contract labor and overtime. Additionally, decreases in chemicals and electricity costs and professional fees should be possible after the plant is working at design standards.

With the change to 30-year bond amortization, more funding will be available for transfers to Sewer Capital Fund that has the effect of reducing future borrowings. It is projected that these transfer payments will increase so that they fully fund recurring sewer capital project expenditures on a pay-as-you-go basis.

Unlike the Water Fund, the Sewer Fund has high rates and operating and capital expenditures that have proven to be unpredictable. As the wastewater treatment plant becomes fully operational, City Administration will be in a better position to estimate future operating expenses. Recently the City was advised that one of its large contract customers was relocating its operations to another state. Revenue from this customer to the Sewer Fund is in excess of \$400,000. The impact of this revenue loss will present significant challenges in the next rate review.

SOLID WASTE FUND

	FY 1999-2000	FY 1999-2000	FY 2000-2001		Percent
	Adopted	Revised	Proposed	Increase	Increase
Revenue Category	Revenues	Revenues	Revenues	(Decrease)	(Decrease)
Charges for Services	\$5,323,158	\$5,717,997	\$5,395,312	\$72,154	1.36%
General Fund Transfer	732,529	732,529	743,517	10,988	1.50%
Transfer from Reserves	0	412,288	0	0	0
Inter-governmental	0	38,854	180,798	180,798	100.00%
Interest and other	197,500	205,000	205,000	7,500	3.80%
	\$6,253,187	\$7,106,668	\$6,524,627	\$271,440	4.34%

		FY 1999-2000	FY 2000-2001		Percent
	FY 1999-2000	Revised	Proposed	Increase	Increase
Expenditure Category	<u>Adopted</u>	Estimate	Expenditures	(Decrease)	(Decrease)
Operating-Departmental	\$3,509,910	\$3,548,764	\$3,200,835	(\$-309,075)	(-8.80%)
Operating-Non-Departmental	856,329	1,636,229	871,188	14,859	1.74%
Debt Service	1,359,375	1,359,375	1,310,295	(-49,080)	(-3.61%)
Transfers to Closure Reserve	243,595	705,105	364,306	120,711	49.55%
Transfers to Capital Fund	36,500	36,500	36,500	\$0	0.00%
Transfers to Heavy Equip.	444,000	444,000	590,163	146,163	32.92%
Total	\$6,449,709	\$7,729,973	\$6,373,287	(\$-76,422)	1.18%
Debt Coverage Ratio Target	1.20	1.20	1.20		
Debt Coverage Ratio	1.36	1.46	1.87		
Fund Balance Ratio Target	40%	40%	40%		
Fund Balance Ratio	53%	43%	52%		

The Solid Waste Management Fund is established as a self-supporting enterprise fund. With the exception of the General Fund Transfer which represents the reallocation of monies previously budgeted in the General Fund for refuse collection, this fund assesses all users of the landfill their fare share of solid waste disposal in order to continue City Council's long-standing policy that enterprise fund activities be self-sustaining.

In August 1999, City Council adopted financial policies that established fund balance targets of 40% of annual fund expenses and a debt coverage ratio of no less than 1.2 for enterprise funds. With the current rate structure, revenue patterns seem stable except for one large industry who will be decreasing tonnages during FY 2000-2001and the receipt of new monies, \$180,798, from the Commonwealth of Virginia dedicated to funding the enhanced on-call bulk and brush collection program. However, with the tonnage reduction, inflationary increases in operating costs, the fund balance is projected to decrease slightly from 53% in FY 1999-2000 to 52% in FY 2000-2001. Additionally the debt coverage ratio for FY 2000-2001 is projected to be 1.87. This significant increase is attributable to the reduction in non-departmental expenses for one-time costs in FY 2000-2001. Although the fund appears stable, to comply with the recently adopted financial policies, rate reviews must be undertaken no less than every two years for enterprise fund activities. The last rate review for the Solid Waste Management Fund was conducted in 1993. Accordingly, during FY 2000-01 a comprehensive rate review will be undertaken for consideration with the FY 2001-02 Budget.

New to the Solid Waste Management Fund for FY 2000-2001 is the On-Call Brush and Bulk Collection. The brush collection activities will be transferred from the General Fund Streets Division to the Solid Waste Management Fund. The annual costs for this higher level of service is projected to be \$180,798 which is fully-funded from revenues received from the Commonwealth of Virginia as an eligible costs for street maintenance activities.

In an effort to maximize potential return of landfill assets, the City is in the process of entering into a contract to sell the methane gas rights to a private company. The private company will then sell the methane gas to a local industry. The City expects to receive approximately \$6,000 in annual revenues from the use of an otherwise non-producing asset.

CONCLUSION

Certainly City Administration recognizes that this budget proposal is far from ideal. However, we have strived to provide you with a budget that is both responsive and responsible to the needs of the citizens of this community. Without a doubt, we collectively know that we will have to be prudent in future expenditures and develop new sources of revenue. In addition, we recognize the responsibility of being good stewards of public funds. During this next year we will continue to look for efficiencies in our operations and search for best practices in the delivery of both internal and external services.

The citizens of the City of Lynchburg represent a proud history of joining together when challenged. City Administration is prepared to work together to overcome our challenges and to continue to make the City of Lynchburg a fine community in which to work, play, and visit.

City Council has work sessions scheduled on this budget for April 11, 18, and 25. A joint public hearing with the City Schools is scheduled for Thursday, May 4 at 7:00 p.m. at E. C. Glass followed by a work session on May 5 if necessary. City Council will consider a first reading of the budget ordinance on May 9 with final consideration scheduled for May 23.

City Administration is prepared to work with you and provide you with any additional information that you may need as you deliberate on this proposed budget.

Finally, I want to thank particularly the Budget staff, Martha Wallace, Kathy Scott, and Nonna Heagy for their countless hours in preparing this budget document. Mike Hill, Director of Fiscal Planning provided additional support, especially in the area of the Enterprise Funds. Special thanks to Margaret Schmitt and Beth McDaniel for their analysis of Human Resources data. The many Budget Contacts throughout the City were continually supportive and responsive as we struggled with balancing this budget for your consideration and are to be praised for their work. Strategic Leaders were key to the many decisions that needed to be made during this process. I also want to thank Deputy City Manager Bonnie Svrcek for her leadership of the budget development process and Deputy City Manager Curtis Randolph for his leadership of the Strategic Planning process which both contributed significantly to the *Proposed FY 2000-2001 Operating Budget*. Special thanks to Tammy Sage, Administrative Assistant, for her willingness to provide word processing support.

Lastly, thank you to JoAnn Martin for her assistance in the employee and public information component of this budget. Developing a budget of this magnitude could not be done without the dedication of each of these people; I am grateful for their steadfastness and dedication.

Thank you and I look forward to working with you during your deliberations on the FY 2000-2001 Budget.

Sincerely,

Charles Church City Manager

Attachment

Budget Message Attachment

Increased Revenue Opportunities

		FY19		Y1999/2000		
	Current	State	Projected	Rate	Recurring	
	Rate	Limit	Revenue	Increase	Yields	Comments
Real Estate Tax	\$1.11 per \$100	None	\$26,045,554	\$0.01	\$260,456	
Personal Property		Reimb. \$3.30 per \$100	\$14,604,610			State will not reimburse over
Vehicles	\$3.30 per \$100: assessed value of	Over \$3.30 person pays all				\$3.30 per \$100. Any M&T or
M & T	Trade in NADA \$3.00 per \$100	No maximum		\$0.05	\$75,911	Business Personal Property would raise
Business PP	\$3.30 per \$100	No maximum		\$0.05	\$271,797	competitiveness concerns
*Business equip. can be taxed differently than vehicles						
Utility Tax	Residential/					City yield is more
	Industry					than state limit
Electric	7% / 6% of total bill	20% of \$15.00 = \$3.00	\$3,321,635			
Telephone	7% of total bill	20% of \$15.00 = \$3.00	\$1,028,339			
Gas	7% / 6% of total bill	20% of \$15.00 = \$3.00	\$773,437			
Cellular	10% of 1 st \$30	Maxed	\$462,024			
Cable Television	5%	5%	\$480,000			
BPOL: Fee same for first \$100,000 \$0-10,000 \$10,001-50,000 \$50,001-100,000	\$0 \$30 \$50		\$6,150,165			
Contracting	\$.16 per \$100	\$.16 per \$100				
Retail	\$.20 per \$100	\$.20 per \$100				
Repair, Personal, Business Services	\$.36 per \$100	\$.36 per \$100				
Professional	\$.58 per \$100	\$.58 per \$100				
Wholesale Gross Receipts On Purchases	\$.28 per \$100 plus \$20	\$.28 per \$100 plus \$20				
Sales Tax	1%	None	\$10,411,152	1%	\$10,619,375	
Lodging	5.5%	None	\$973,000	0.5%	\$44,228	Tourism receives base as cited in contract of \$210,000 plus 50% of growth over \$680,000
Meals	5.5%	None	\$5,642,000	0.5%	\$512,909	
Tobacco Tax	\$.15/20 cig. \$.1875/25 cig.	None	\$700,000	\$0.05	\$23,333	
Admissions Tax	5.0%	None	\$275,000	0.5%	\$27,500	

Note: 15% of all new revenues are dedicated to the Reserve for Strategic Initiatives

Budget Message Attachment

Real Property Tax Tables **Table 2.1** Real Property Tax, 1999

Cities		Tax	Frequency of	Employs Full Time	Effective Date of Last	Tax	Prorate
Alexandria	Locality	Rate*	Assessment	Assessor	Reassessment	Due Date	Tax
Bedford							
Bristol							Yes
Buena Vista		0.76	Every four years			/ / /	Yes
Charlottesville		1.10	Every four years	No			No
Chesapeake" 1.26 Every year Yes 1.99 9/30;12/31;3/31;6/5 No Clifton Forge 1.13 Every four years Yes 1.797 6/5;12/5 Yes Yes 1.798 5/15;11/15 Yes Yes 1.798 5/15;11/15 Yes Yes 1.798 5/15;11/15 Yes Yes Yes 1.798 5/15;11/15 Yes Yes Yes Yes 1.798 5/15;11/15 Yes Yes		1.14	Every four years				Yes
Cliffon Forge	Charlottesville	1.11	Every year				No
Colonial Hghts. 1.25 Every two years Yes 1.98 5.715;11/15 Yes Yes Yes 1.99 6.75;12/5 No No 7.95 6.75;12/5 No No 7.95 6.75;12/5 No No 7.95 6.75;12/5 No No 7.98 6.75;12/5 No No 1.98 1.25 Yes Yes 1.99 6.75;12/5 No No 1.98 1.25 Yes 1.99 6.75;12/5 No No 1.98 6.75;12/5 Yes 1.99 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.95 1.	Chesapeakea		Every year	Yes		9/30;12/31;3/31;6/5	No
Covington 0.80 Every four years No 7/95 6/5:12/5 No Danville 0.81 Every two years Yes 7/98 6/5:12/5 No Emporia 0.84 Every two years No 1/99 6/5:12/5 No Fairfax 1.00 Every year Yes 1/99 6/5:12/5 No Falls Church 1.10 Every year Yes 1/99 6/5:12/5 No Falls Church 1.10 Every year Yes 1/99 6/5:12/5 No Fralls In 0.90 Every four years No 7/99 6/5:12/5 No Fredericksburg 1.16 Every four years No 1/96 12/5 No Hampton 1.25 Every four years No 1/96 12/5 No Harrisonburg 0.62 Every year Yes 1/99 6/5:12/5 Ye Locington 0.72 Every four years No 7/97 6/5:12/5	Clifton Forge	1.13	Every four years	No	7/97	6/5;12/5	Yes
Danville	Colonial Hghts.	1.25	Every two years	Yes	1/98	5/15;11/15	Yes
Danville	Covington	0.80	Every four years	No	7/95	6/5;12/5	No
Fairfax	Danville	0.81		Yes	7/98	6/5;12/5	No
Falls Church	Emporia	0.84	Every two years	No	1/98	12/5	Yes
Falls Church		1.00		Yes	1/99	6/5;12/5	No
Franklinb 0.90 Every two years No 7/98 6/5;12/5 Yes Fredericksburg 1.16 Every four years No 7/99 \$/15;11/15 Yes Galaxc 0.79 Every four years No 1/96 12/5 No Hampton 1.25 Every year Yes 7/98 6/5;12/5 No Harrisonburg 0.62 Every year Yes 1/99 6/5;12/5 Yes Lopewell 1.14 Every two years Yes 1/97 6/5;12/5 Yes Lexington 0.72 Every four years No 7/97 6/5;12/5 Yes Lynchburg 1.11 Every two years Yes 1/97 11/15;1/15;3/15;5/15 No Manassas 1.24 Every year Yes 1/98 6/5;12/5 No Martinsville 0.94 Every two years Yes 1/99 6/5;12/5 No Norfolk 1.44 Every year Yes 7/99 6/	Falls Church						No
Fredericksburg	Franklin ^b	0.90	Every two years		7/98	6/5;12/5	Yes
Galax ^c 0.79 Every four years No 1/96 12/5 No Hampton 1.25 Every year Yes 7/98 6/5;12/5 No Harrisonburg 0.62 Every year Yes 1/99 6/5;12/5 Yes Hopewell 1.14 Every two years Yes 1/97 6/5;12/5 Yes Lexington 0.72 Every four years No 7/97 6/5;12/5 No Lynchburg 1.11 Every two years Yes 1/97 6/5;12/5 No Manassas 1.24 Every year Yes 1/98 6/5;12/5 No Manassas Park 1.44 Every year Yes 1/99 6/5;12/5 No Martinsville 0.94 Every two years Yes 7/99 6/5;12/5 No Norfolk 1.40 Every year Yes 7/98 Quarterly No Norton 0.70 Every four years No 1/96 12/5 No	Fredericksburg	1.16		No	7/99	5/15;11/15	Yes
Hampton	Galax ^c	0.79			1/96		No
Harrisonburg 0.62 Every year Yes 1/99 6/5;12/5 Yes Hopewell 1.14 Every two years Yes 1/97 6/5;12/5 Yes Lexington 0.72 Every four years No 7/97 6/5;12/5 No No No 7/97 6/5;12/5 No No No No No No No N							No
Hopewell							Yes
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Suffolk 1.03 Every year Yes 1/98 6/5;12/5 Yes Virginia Beach 1.22 Every year Yes 7/98 6/5;12/5 Yes Waynesboro 0.97 Every two years Yes 1/97 7/31;12/5 No Williamsburg 0.54 Every year Yes 7/98 6/1;12/1 No Winchester 0.64 Every four years Yes 1/95 6/5;12/5 Yes Unweighted Mean 1.05 Image: Control of the property of the proper							No
Virginia Beach 1.22 Every year Yes 7/98 6/5;12/5 Yes Waynesboro 0.97 Every two years Yes 1/97 7/31;12/5 No Williamsburg 0.54 Every year Yes 7/98 6/1;12/1 No Winchester 0.64 Every four years Yes 1/95 6/5;12/5 Yes Unweighted Mean 1.05 Image: Control of the control of t							Yes
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Winchester 0.64 Every four years Yes 1/95 6/5;12/5 Yes Unweighted Mean 1.05 Image: Control of the control of th							No
Unweighted Mean1.05Second Second Secon							Yes
Median 1.11 First quartile 0.83				100	1,75	, <u>-</u>	103
First quartile 0.83							
	Third quartile	1.23					

Source:

1999 Tax Rates; 18th Ed., Weldon **Cooper Center for Public Service**

^{**}Tax rate is the nominal tax rate given in dollars per \$100 of assessed value.

**All Cities responded to the survey.

**Chesapeake levies \$0.02/\$100 if property is located within mosquito control borough.

**Franklin levies Downtown Service District tax, \$0.24/\$100 additional.

^cGalax levies Downtown Revitalization Tax Zone, \$0.17/\$100. ^dRichmond levies Carytown Special Service Assessment District, \$0.38/\$100 additional;

Downtown General Special Service Assessment District, \$0.03/\$100 additional;
Downtown Conservation Special Service Assessment District, \$0.15/\$100

*Downtown Special tax District, \$0.10/\$100; Williamson Road Special Tax District, \$0.10/\$100.

Suffolk levies: Suffolk Taxing District, additional \$1.19/\$100; Rt. 17 Taxing District, addition \$1.29/\$100. hVirginia Beach levies: Sandbridge Special District, \$1.28/\$100.

Winchester levies Downtown Special Assessment for local improvement. Primary District, \$0.23/\$100; Secondary District, \$0.13/\$100.

Budget Message Attachment

Real Property Tax Tables

Table 2.1 Real Property Tax, 1999

			Employs	Effective		
	Tax	Frequency of	Full Time	Date of Last	Tax	Prorate
Locality	Rate*	Assessment	Assessor	Reassessment	Due Date	Tax
Counties**						
Amherst	0.55	Every six years	No	1/96	12/5	No
Appomattox	0.55	Every six years	Yes	1/96	6/5;12/5	Yes
Bedford	0.64	Every four years	No	1/95	6/5;12/5	Yes
Campbell	0.51	Every six years	No	1/97	12/5	Yes
Town						
Altavista	0.23	Campbell Co.	No	1/97	12/5	Yes

^{*}Tax Rate is the nominal tax rate given in dollars per \$100 of assessed value.

Source:

1999 Tax Rates; 18th Ed., Weldon Cooper Center for Public Service

^{**}All counties responded to the survey

Budget Message Attachment

Restaurant, Transient Occupancy, Cigarette, Etc. Tax Table

Tax Table 17.1 Restaurant, Transient Occupancy, Cigarette, Admissions, and Motor Vehicle Fuel Excise Taxes, 1999

	Restaurant	Transient			
	and/or Meals	Occupancy	Cigarette Tax	Admissions	Motor Vehicle
Locality	Tax	Tax (%)	(\$ Per Pack)	Tax (%)	Fuel Tax (%)
•					
Cities					
Alexandria	3.0	5.5% plus \$1/night	N/A	N/A	N/A
Bedford	5.0	5.0	0.10	N/A	N/A
Bristol	5.0	5.0	0.04 (20 cig.)	N/A	N/A
Buena Vista	4.0	4.0	N/A	N/A	N/A
Charlottesville	3.0	5.0	0.12	N/A	N/A
Chesapeakea	5.5	6.0	0.25 (20 cig.)	10.0	N/A
Clifton Forge	4.0	N/A	0.04 (20 cig.)	N/A	N/A
Colonial Hghts.	5.0	5.0	N/A	N/A	N/A
Covington	4.0	2.0	N/A	N/A	N/A
Danville	4.5	2.0		N/A	N/A
Emporia	5.0	5.0	N/A	N/A	N/A
Fairfax	2.0	4.0	0.25 (20 cig.)	N/A	N/A
Falls Church	4.0	5.0	0.25 (20 cig.)	N/A	N/A
Franklin ^b	4.5	5.0	0.25	N/A	N/A
Fredericksburg	4.5	4.0	0.05	4.0	2.0
Galax ^c	4.0	N/A	N/A	N/A	N/A
Hampton	4.5	5.5	0.35	5.0	N/A
Harrisonburg	5.0	5.0	•••	5.0	N/A
Hopewell	4.5	4.5	N/A	N/A	N/A
Lexington	4.0	3.0	N/A	N/A	N/A
Lynchburg	5.5	5.5	0.15 (20 cig.)	5.0	N/A
Manassas	4.0	4.0	0.15 (20 cig.)	N/A	2.0
Manassas Park	4.0	N/A	0.15	N/A	2.0
Martinsville	4.0	N/A	N/A	N/A	N/A
Newport News	4.5	5.5	0.25 (20 cig.)	5.0	N/A
Norfolk	5.5	8.0	0.30 (20 cig.)	10.0	N/A
Norton	5.0	4.0	N/A	N/A	N/A
Petersburg	3.0	4.0	0.10 (20 cig.)	0.05	N/A
Poquoson	4.0	N/A	N/A	N/A	N/A
Portsmouth	6.5	6.5	N/A	10.0	N/A
Radford	4.0	2.0	N/A	N/A	N/A
Richmond ^d	5.0	8.0	N/A	6.0	N/A
Roanoke ^e	4.0	5.0	0.17	5.0	N/A
Salem	4.0	4.0	N/A	5.0	N/A
Staunton	5.0	4.0	N/A	N/A	N/A
Suffolk	5.0	5.0	0.30 (20 cig.)	N/A	N/A
Virginia Beach	4.5	5.5	0.27 (20 cig.)	10.0 ^b	N/A
Waynesboro	4.0	4.0	0.04	N/A	N/A
Williamsburg	5.0	5.0	N/A	N/A	N/A
Winchester	4.0	4.0	0.10	5.0	N/A

1999 Tax Rates; 18th Ed., Weldon **Cooper Center for Public Service**

N/A – Not Applicable ... - No response provided.

^aImposed on special districts.

^bFor concert events.

^cFor sporting events.

Budget Message Attachment

Restaurant, Etc. Tax Table

Tax Table 17.1 Restaurant, Transient Occupancy, Cigarette, Admissions, and **Motor Vehicle Fuel Excise Taxes, 1999**

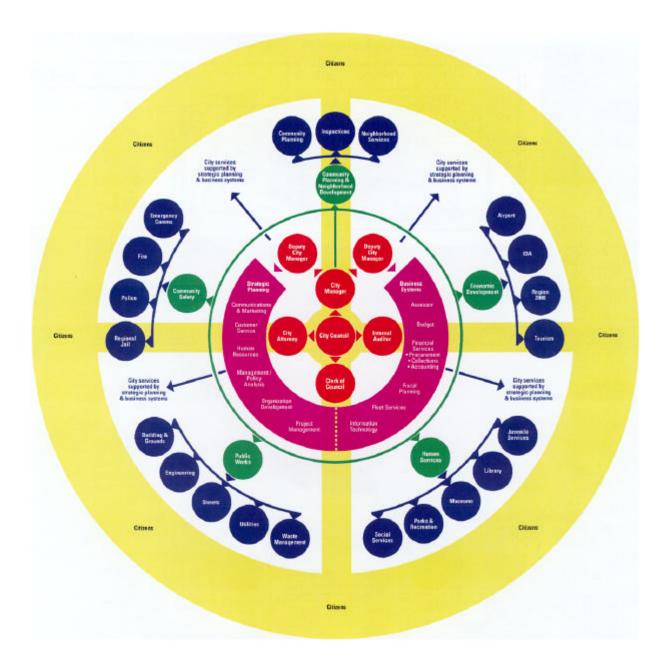
Locality	Restaurant and/or Meals Tax	Transient Occupancy Tax (%)	Cigarette Tax (\$ Per Pack)	Admissions Tax (%)	Motor Vehicle Fuel Tax (%)
Counties					
Amherst	4.0	3.0	N/A	N/A	N/A
Appomattox	5.0	N/A	N/A	N/A	N/A
Bedford	4.0	2.0	N/A	N/A	N/A
Campbell	N/A	N/A	N/A	N/A	N/A
Town					
Altavista	5.5	5.5	N/A	N/A	N/A

1999 Tax Rates; 18th Ed., Weldon Cooper Center for Public Service

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Organizational Structure

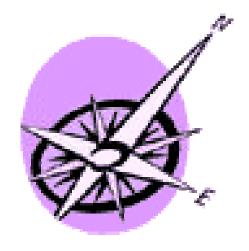
The City of Lynchburg changed its governmental structure in 1999. The revised structure puts programs that have the same broad purpose into the same group. This makes it easier for the programs to share resources and to work together.



Revised 3-00

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Lynchburg 2020 Strategic Plan



City of Lynchburg, Virginia January 13, 2000

LYNCHBURG 2020 STRATEGIC PLAN January 13, 2000



City Council's Leadership Role

The City of Lynchburg, Virginia, is a progressive community shaped by its City Council's vision and a results-oriented government. In 1995, the Lynchburg City Council developed a vision for the year 2020. The vision guides Council with a shared picture of the desired future for the City and enables decision-making that insures a positive future, versus a focus on current realities and crises. The City Council also uses vision principles to guide decision making and operating guidelines to effectively manage Council and staff relationships. City staff members are guided by the vision and use these principles in developing a strategic

plan to address key results and goals that will achieve it.

The Lynchburg City Council refocuses its vision every two years to insure that it reflects the needs of the community and the collective leadership agenda of the membership. Annually, the Council holds an intensive planning session to identify priorities that are most important in achieving the long-term vision. The City Council reviews an Organizational Key Results Report prepared by the staff to identify priorities over a one-, two-, and five-year time frame that will achieve incremental progress toward its long-term vision for the community.

Following the preparation of the Strategic Plan, the Council must determine the community's most important priorities and provide resources accordingly. With increasing needs and finite resources, this requires ongoing discussion to address the questions "What good? For what people? At what cost?" While the Council's vision provides direction for the organization, the organization's strategic planning effort enables the City Council by providing relevant information for making these critical decisions.

Results-Oriented Government



The City's Strategy for Results-Oriented Government is aimed at insuring that the organization is successful in achieving City Council's vision through a structure that promotes effective planning, decision-making, and service delivery. Initiated in December 1998, the Results-Oriented Government initiative continues to evolve in the organization to effectively address the community's needs and to promote the most effective organizational culture.

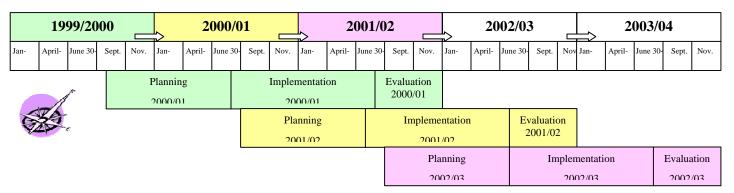
Strategic Leadership

The Strategic Leadership Team was formed in April 1999 to assume direct responsibility for strategic management planning and to provide indirect oversight to core business units. The City's Strategic Leadership Team plans, executes, and evaluates organization-wide strategies that will achieve Council's vision and important community needs. Serving as the City's futurists, this group is responsible for giving the organization its strategic advantage and opportunities. Guided by Council's vision and priorities, Strategic Leaders identify emerging issues that must be addressed for the community's welfare, seek and assimilate

critical planning information, and use strategic thinking to create the best potential mix of initiatives and services. Strategic Leaders use a collective, systemic approach in planning to address the community and organizational needs.

Strategic Planning

The Strategy for Results-Oriented Government includes an annual strategic management planning cycle that is a "life cycle" for the organization. The organization must insure that current service delivery is effective and efficient, while planning for future needs. Consequently, the organization is continuously in both a planning and evaluation phase and an implementation phase. Being prepared for the future means that the performance cycle of the organization includes multiple years.



The City uses a fully integrated strategic management planning approach that includes three phases: Planning, Implementation, and Evaluation.

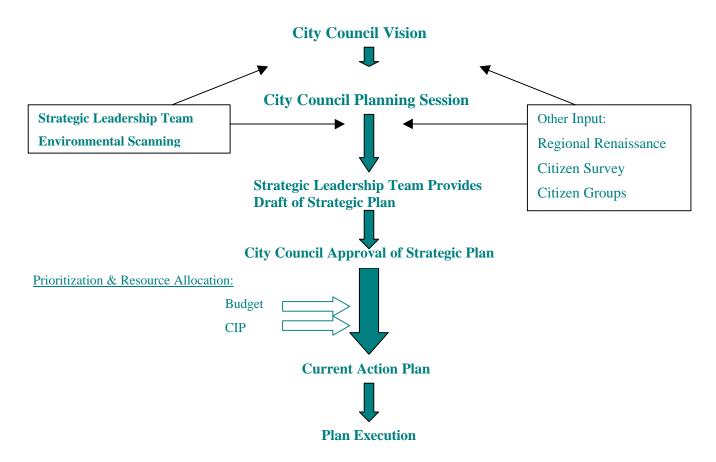
The Planning Phase, from September to May each year, has several components:

- 1. During the *Input* period, City Council provides direction regarding its priorities in an annual planning session. The Strategic Leadership Team assesses and analyzes trends, issues, and important community needs. Strategic Leaders consider many important sources of input including Comprehensive Planning, Regional Renaissance activities, citizen groups, and departmental impact data and research.
- 2. Taking a broad organizational perspective, the Strategic Leadership Team develops a *comprehensive Strategic Plan* to address Council's priorities and important community needs. The Strategic Plan is submitted to City Council for its review.
- 3. *Departments* develop strategic plans to address service delivery and strategic goals in which they play a relevant role. Additionally, departments identify resource needs to include in the budget document.
- 4. Final budget preparation, during which resources are allocated to Council's most important priorities, is completed during the *Resource Allocation* period. After prioritization of initiatives has occurred and resources have been allocated, the final product forms the Current Action Plan. These are the goals for which the staff is accountable within the performance cycle.

The Evaluation Phase, from May to August, has two components:

- 1. During the *Performance Assessment* period, organizational progress is assessed, working from baselines that have been established.
- 2. During *Performance Reporting*, the City Manager provides information to City Council and to citizens on organizational performance.

The Implementation Phase is a continuous fiscal year effort, beginning each July 1 and ending June 30 of each year.



Overview of the Document

The Lynchburg 2020 Strategic Plan includes the City Council's Vision and Vision Principles, the Strategic Plan Key Results and Goals (pages 1-4), and the Strategic Leadership Team's Organizational Work Plan (pages 1-19). The last page of the document identifies Initiatives Recommended for Deletion.

City Council's five focus areas include: Stable, Productive Inspired Families, Strategic Economic Development Center, Integrated Education Community, Community Environment Second To None, and Responsive, Effective Local Government.

The Strategic Plan highlights key result areas and goals under each of these focus areas. The Organizational Work Plan provides more detail regarding specific objectives, timeframes, and the fiscal impact of each goal.

Summary

The City's Strategic Planning process, aimed at aligning the organization's resources with City Council's most important priorities, began in 1999. The Strategic Leadership Team presents the first comprehensive Strategic Plan for Council's consideration in January 2000. Future enhancements of strategic management planning will include increased citizen input, assessments of citizen satisfaction, the development of an effective performance measurement system, and efforts to engage the entire workforce in Results-Oriented Government to further enhance service delivery.

Lynchburg City Council Vision

Lynchburg 2020: Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership - all distinguished by responsible and traditional values, involvement, education, new technology, and quality citizen services.

Realizing that government does not have all the answers, we will be a government that is inclusive, bringing together diverse community and regional resources that enable citizens to address the priorities and challenges of the next century.

As a City government, we will be on the cutting edge of change, providing a clear vision and the driving force to produce:

system, and continuing to build a superior community environment.



We will recognize the importance of families. We will succeed by having families who are stable, well educated, and fully employed in jobs that produce ample family income. Families in our community will be more healthy, more involved, more responsible, and inspired by a vision for the future. As government leaders, we can encourage this vision of the family by achieving more success in economic development strategies, ensuring a model educational

Strategic economic development center

We will be a vibrant, world-class economic development center. We will ensure our economic success and produce business and job opportunities for all by attracting research and development facilities, expanding our manufacturing base, and becoming a significant player in the global market. The collective resources of the region must be harnessed to determine future trends and to develop a strong, progressive, highly technological economic base, assuring a heightened quality of life for our families.

An integrated education community

We will be a model learning community - one that integrates all components of education to provide our citizens with the knowledge and skills to compete in an ever-changing work environment. We will lead by ensuring that our educational system is the best in Virginia at teaching students such basics as reading, writing, and quantitative skills to achieve their full potential. We will facilitate the use of talents and mutual responsibility in all levels of education. We will encourage the family's vital role and positive involvement in education, and offer lifelong learning opportunities for all citizens.

A community environment second to none

We will create a vibrant sense of community spirit among our citizenry. A sense of belonging and unlimited opportunity will keep and attract citizens who will play vital roles in economic growth, education, recreation, and community life. Active neighborhood involvement and citizen leadership will produce thriving, attractive, safe neighborhoods where all citizens are committed to work together as a community to meet the challenges which will face us. We will enhance and preserve the City's historic heritage and promote new development that is aesthetically pleasing. Housing in the City will meet the diverse needs of its citizens and be maintained in a manner that promotes the long-term stability of our neighborhoods. As the core city of the region, Lynchburg will have a well maintained, state-of-the-art infrastructure that supports progressive development and the quality of life expected by our citizens. It will offer opportunities for the enjoyment of life - a place we can be proud to call our home.







Lynchburg City Council Vision Principles

Stable, Productive Inspired Families

- 1. We will encourage responsible parenting to create an environment that promotes the development of healthy, productive children.
- 2. We will cooperate and collaborate with public, private and non-profit organizations in program planning and service delivery, employing regional approaches where possible to ensure the best utilization of City resources.
- 3. We will endorse City policies and programs that support healthy family structures and lead to family self-sufficiency and family sustainable income.
- 4. We will become a Community of Promise by pursuing strategies that promote resources essential to the development of successful, contributing adults:
- a. An ongoing relationship with a caring adult;
- b. Safe places and structured activities in non-school hours;
- c. A healthy start for a healthy future;
- d. Marketable and career skills through effective education;
- e. An opportunity to give back through service.
- 5. We will facilitate the exploration of new and more efficient ways to meet the recreational needs of the community, including private as well as regional approaches and other untapped possibilities.

Strategic Economic Development Center

- 1. We will actively pursue public, private, and regional strategies and partnerships that will develop Lynchburg and the surrounding region as a vibrant, world class economic development center.
- 2. We will develop a consortium, using a wealth of resources available to our community to anticipate future trends and to assure that our economic development strategies attract the high paying, highly skilled technical jobs of the future.
- 3. We will utilize a concept of shared responsibility and a shared benefit approach in pursuing economic development targets.
- 4. We will employ strategies that are fair to existing, as well as new businesses, both large and small.
- 5. We will recognize the use of and will fund incentive programs as a means to remain competitive in economic development.
- 6. We will pursue high capital investment projects to generate municipal revenue.
- 7. We will use municipal resources (water, sewer, and solid waste) to attract investment generating high levels of return to the City.
- 8. We will promote Lynchburg as an attractive tourist destination collaboratively with other regional partners.
- 9. We will aggressively pursue opportunities for businesses and young people of our area to share mutual career and employment goals.
- 10. We will pursue strategies to reclaim or rezone property to allow the most effective use of land resources.
- 11. We will engage in activities that build sincere, trusting relationships with surrounding jurisdictions so that a higher level of cooperation and mutually beneficial interdependence can be achieved.





- 12. We will explore a regional structure that provides for more collaborative decision making and resourcesharing.
- 13. We will promote increased understanding of the Urban Partnership goals among Virginia localities so that we can achieve the necessary support to bring about a more effective local government structure.
- 14. We will pursue regional economic development strategies that result in greater economic opportunity for all citizens of region.
- 15. We will seek the elimination of service duplication with a goal of saving tax dollars when areas of common need and opportunity are identified.
- 16. We will secure all available "incentive" funding through regional ventures and public/private partnerships.
- We will seek collaborative, efficient, effective regional solutions to meet infrastructure needs that will complement future economic development.
- 18. We will pursue and use "cutting edge" technologies to solve existing infrastructure problems and create new opportunities.
- 19. We will fund only those projects that we can afford to maintain.
- 20. We will provide a public well-maintained state-of-the-art infrastructure to support the needs and opportunities of the community.
- 21. We will constantly upgrade existing highway, rail, and air transportation systems and services for the benefit of citizens and businesses in the region.
- 22. We will be proactive in seeking new and expanded transportation opportunities for the region.
- 23. We will target available financial resources to transportation projects that will strengthen the City's economic viability.
- 24. We will support mass transit as a means of ensuring citizen access to services and opportunities in the community.
- We will promote universal access to state-of-the-art technology to enhance learning and communication.

Integrated Education Community

- 1. We will develop a model educational system that:
- a. Prepares people to build and staff the world class economic development center;
- b. Integrates all facets and levels of education to ensure that all citizens can acquire knowledge and skills to meet job requirements of the future;
- c. Establishes a positive trend toward producing workers immediately qualified for meaningful employment;
- d. Expects and promotes an appropriate role for the family in education; e. Uses regional education solutions where they are more efficient or comprehensive;
- f. Couples new investment in education with higher academic standards, accountability, and measurable results.
- We will provide support to commonly agreed upon vision elements, principles, and goals that result from the collaborative efforts of the City Council and School Board
- Every resource, including libraries, colleges, museums, and other cultural resources, must be used and partnerships of common interest must be sought to engage the full learning potential of the community.
- We will be an effective partner with educational institutions to assist in achieving City Council's vision for education.
- The City will encourage educational policy and practices that promote career/technical education on a comparable basis with higher education.



Community Environment Second to None

- 1. We will apply a "total community concept" in developing and implementing public policy hearing from citizens before we act on ideas, explaining issues in realistic and meaningful ways, and treating all areas of the City with equal concern.
- 2. We will facilitate the development of neighborhoods so they can define their unique strengths, needs, and challenges, and foster citizen leadership and innovation for neighborhood problem solving.
- 3. We will encourage ideas, programs, and solutions within the community that aggressively seek to improve housing standards, especially those approaches that give citizens the tools for improving neighborhoods collectively.
- 4. We will continue to eliminate substandard housing, encouraging renovation of homes that can be saved and demolition of those that cannot.
- 5. We will encourage creative approaches to stimulate public and private participation in residential and commercial development to assure a thriving community.
- 6. We will actively seek to streamline government services that affect development, removing barriers caused by over-regulation and outdated rules and policies, supporting the functional and structural changes that will save time, reduce costs, and increase
- 7. The City will be guided by a comprehensive housing strategy to meet the needs of City residents.
- 8. We will encourage opportunities for affordable home ownership.
- 9. We will support privately developed, low-income home ownership opportunities on a scattered site basis.
- 10. We will encourage and support the development of middle-income housing in order to maintain a diverse and economically viable population in Lynchburg.
- 11. We will increase public safety with a total community approach, facilitating the involvement and ownership of solutions by citizens, community leaders, and neighborhoods.
- 12. We will seek to assure public safety through environmental design, ensuring that investments in development incorporate new safety trends and reform as needed.
- 13. We recognize that illegal drug acquisition and use are the engines that fuel public fear and the crime rate and pledge to be relentless in our campaign against them.
- 14. We will create opportunities for components of the public safety community to find ways to work more cooperatively to increase the citizen's safety.
- 15. We will seek new approaches to delivering public safety services, not being limited by traditional roles and structures.
- 16. We must be willing to confront the difficult issues that will arise in improving safety and the criminal justice system.

Responsive, Effective Local Government

- 1. The City's tax rate fees will be competitive with other localities providing similar services.
- The City will create financial incentives to encourage the City's strategic goals.
- The City will create financial incentives to encourage the City is stategated.
 Our policies and practices will insure that citizens can have confidence that their descriptions. resources are used fairly and cost effectively to support needed or desired community services.
- 4. The City will seek partnerships to provide service delivery with others to reduce the cost and/or improve the quality of City services.
- 5. City policy should support maintenance of the City's AA bond rating to provide low cost funding of infrastructure.





- 6. We will maintain adequate staffing and competitive compensation and benefits to ensure an effective workforce to deliver municipal services.
- 7. We will seek new and creative methods to reduce the costs and/or improve the quality of City services.
- 8. We will have a collaborative City-wide marketing strategy.
- 9. Quality service, respect for citizens and meeting or exceeding reasonable citizen expectations should serve as cornerstones in City government.
- 10. The City government depends upon partnerships among employees and the community at large in successfully delivering City services.
- 11. We will evaluate city services for cost and benefit effectiveness.
- 12. City departments will seek citizen input in developing customer service standards.
- 13. The City will regularly evaluate customer satisfaction with City services.

LYNCHBURG 2020 STRATEGIC PLAN: KEY RESULTS AND GOALS

January 13, 2000

<u>City Council Focus Area</u> Stable, Productive Inspired Families

Key Result A:Develop healthy families and neighborhoods to create independence and reduce dependency on government

Goal 1: Increase the number of TANF recipients who leave welfare through their attachment to

the labor force. (Ongoing)

Goal 2: Extend TANF Study for two additional years to examine post-Welfare Reform and its

impact and to develop and implement new neighborhood-based service delivery

strategies. (Fall 2002)

Goal 3: Reduce the number of out-of-wedlock births and abortions in the Lynchburg Region

through an active, aggressive and creative campaign targeting teenagers and young

adults. (June 2000)

Goal 4: Provide the 5 promises (of America's Promise) to youth and families through

coordination, facilitation, collaboration and leadership. (Ongoing)

Key Result B:Provide recreation opportunities

Goal 5: Complete the projects currently funded through the CIP budget and continue

implementing the Parks and Recreation Task Force recommendations. (Ongoing)

Goal 6: Develop regional recreation facilities. (Ongoing)

Goal 7: Complete the renovation of the City Stadium. (Spring 2001)

Key Result C:Address youth social and recreational needs

Goal 8: Support Regional Renaissance efforts to address youth social and recreational

needs. (Fall 2000)

Goal 9: Research and advise City Council on the feasibility of developing a skateboard park.

(Summer 2000)

Goal 10: Explore the feasibility of constructing a city-owned gymnasium to fulfill recreation

needs. (December 2001)

Key Result D:Improve quality of life for the local aging population

<u>City Council Focus Area</u> Strategic Economic Development Center

Goal 11: Develop strategies that improve quality of life and/or services for the aging population.

(Ongoing)

Key Result E:Increase development and redevelopment opportunities

Goal 12: Develop regional industrial parks. (2003)

Goal 13: Identify future industrial park sites within the City limits. (Ongoing)

Goal 14: Complete construction of additional business incubator at ACS Building on Kemper

Street.(Fall 2003)

Key Result F: Improve Downtown and Riverfront

Goal 15: Develop a five-year redevelopment plan for the Downtown/Riverfront. (Spring 2000)

Goal 16: Complete street improvements on 9th Street Corridor. (Summer 2001)

40

Key Result G: Develop appropriate air service to sustain economic growth

Goal 17: Develop strategy to establish a regional airport authority to serve Region 2000. (2000)

Goal 18: Develop infrastructure to extend runway, new FBO terminal and other capital

improvements. (Ongoing)

Key Result H: Develop state-of-the-art infrastructure

Goal 19: Develop the Kemper Street Area Project. (Fall 2003)

Goal 20: Develop transportation projects that support Council's priorities/vision. (Ongoing)
Goal 21: Continue implementation of capital projects in accordance with the Department of
Environmental Quality Combined Sewer Overflow (CSO) Special Order to eliminate
wet weather sewer overflows into the James River and its tributaries. (Ongoing)

Goal 22: Survey the City's thoroughfares & main arteries and continually make the necessary/

cosmetic changes to project a positive image. (Ongoing)

Goal 23: Relocate Human Services to 822 Commerce Street. (Spring 2002)

Goal 24: Develop a plan for long-term space for Parks and Recreation Community Center and

Administrative Space. (Winter 2001)

Goal 25: Improve and expand Courts and Public Safety/Police facilities to handle increased

caseloads. (Ongoing)

Key Result I: Create and leverage telecommunications systems and opportunities

Goal 26: Continue development of the Fiber Optic Network, including completion of the plan, feasibility study, and determination of user access, with partner agreement. (Spring 2000)

Key Result J: Support regional efforts to enhance economic development

Goal 27: Develop service agreement and financing strategies for US 460 Waterline Project.

(Ongoing)

Goal 28: Support a regional tourism approach for the Lynchburg Area Chamber of Commerce,

using the Region 2000 base. (Ongoing)

<u>City Council Focus Area</u> Integrated Education Community

Key Result K: Develop a model public education system

Goal 29: City Council will challenge the Lynchburg City School Board to create and implement

a vision and strategies addressing short-term and long-term results to achieve a model

education system. (2000)

Goal 30: Support efforts of the Lynchburg Public Schools and the community to implement

Standards of Learning (SOL) and Standards of Accreditation (SOA) to insure that

children meet or exceed state standards. (Ongoing)

Goal 31: With the Lynchburg City Schools, provide school facilities that enable a model public

education system and career technical education that meets Lynchburg's employment

needs. (Ongoing – up to 10 years)

Key Result L:Develop workforce development strategy to prepare for current and future employment

Goal 32: Develop and implement a comprehensive workforce development strategy to make career/technical education an attractive career option to insure all citizens have opportunity for full employment and employers have well qualified employees. (Fall

2000)

Goal 33: Develop strategy in conjunction with state universities to offer a Bachelor's Degree in

Engineering, and graduate programs in Engineering and other technical fields.

(Summer 2000)

Key Result M: Improve school readiness

Goal 34: Implement Pre-K Taskforce recommendations on child development to improve

school readiness, along with the Neighborhood Community School program. (Fall

2000)

<u>City Council Focus Area</u> Community Environment Second To None

Key Result N:Complete comprehensive planning to provide strategic direction

Goal 35: Develop and implement a process for gathering citizen input regarding the

development of the comprehensive plan. Items to address include housing, utilities, recreation, aesthetics, economic development (industrial, retail, and office), education, transportation, preservation, environment, redevelopment, infrastructure, elderly needs,

youth needs, and land use. (December 2000)

Goal 36: Develop and implement a Housing Policy that integrates all facets of neighborhoods,

including the elimination of blight. (February 2001)

Goal 37: Utilize the results and information of the Regional Renaissance project for community

Building efforts and coordinate with regional and comprehensive planning efforts.

(Ongoing)

Key Result O: Ensure effective inspections permitting and code compliance

Goal 38: Enhance the strategic focus of the Code Enforcement Task Force. (Ongoing)

Goal 39: Develop a strategy for identifying, reviewing, and prioritizing the streamlining of the

Building Permit application process. (Summer 2000)

Key Result P: Develop integrated approach to optimize community safety

- Goal 40: Develop and implement projects that integrate community safety services, with an emphasis on prevention. (Ongoing)
- Goal 41: Develop and implement community safety and crime prevention strategies and refine these initiatives to customize community safety service delivery by geographic area. (Ongoing)
- Goal 42: Develop Citizen Fire Academy and Junior Police and Fire Academy. (Fall 2000)

Key Result Q: Foster neighborhood self-sufficiency

- Goal 43: In conjunction with partners, develop programs that foster the self-sufficiency of our neighborhoods using the neighborhood asset model. (Ongoing)
- Goal 44: Continue and expand the Weed and Seed programs, including those that build the capacity for neighborhood leadership and focus on neighborhood-based service delivery. (Ongoing)
- Goal 45: Resolve ownership of the Greenfield housing complex. (2000)

Key Result R:Publicly recognize significant contributions to the community

Goal 46: Promote community building initiatives by publicly recognizing citizens who have made significant community building contributions. (Summer 2001)

<u>City Council Focus Area</u> Responsive, Effective Local Government

Key Result S: Implement business systems improvements to improve operational effectiveness

- Goal 47: Implement an effective fleet management business system in the City. (December 2000)
- Goal 48: Attract and retain a competent workforce by ensuring a competitive employee compensation and benefits package. (Spring 2001)
- Goal 49: Develop customer service standards for Billings and Collections. (April 2000)
- Goal 50: Develop and implement debt collection policies in Billings and Collections, to include real estate, personal property tax, business license, parking tickets, ambulance, utility billing, dog tags, trash decals, decals for vehicles, landfill, demolition, and miscellaneous accounts receivable. (August 2000)
- Goal 51: Implement new Governmental Accounting Standards Board (GASB) requirements. (July 2001)
- Goal 52: Re-engineer the capital improvements process and associated accountabilities for capital project management. (To be determined pending assessment)
- Goal 53: Ensure high customer service delivery by developing quality service standards and measures that promote responsive, effective government. (Spring 2002)
- Goal 54: Make the budget process user-friendly, vision driven and an ongoing monitoring tool. (Ongoing)

Goal 55: Design a performance measurement program. (Fall 2001)
Goal 56: Provide client-focused technology leadership. (Ongoing)

Goal 57: Enhance the effectiveness of municipal operations through organization-wide policy

development administration. (Summer 2000)

Key Result T:Implement a comprehensive municipal public information program

Goal 58: Enhance citizen knowledge and understanding of the City to improve its image,

highlight its advantages, improve corporate and residential citizen relationships, retain

and expand our businesses, and to showcase the expertise and services of the

community. (Ongoing)

Key Result U:Ensure representation of diverse groups in community decision making

Goal 59: Employ throughout government a workforce that is representative of our community.

(Ongoing)

Goal 60: Recruit and promote a group of applicants to serve on City boards and commissions

that is representative of the community. (Ongoing)

Goal 61: Re-align City policies, plans, and strategies to support the recruitment and retention of

a diverse workforce that is representative of our community. (December 2000)

Key Result V: Improve City revenue and resource opportunities

Goal 62: Improve City revenue and resource opportunities. (Ongoing)

Goal 63: Evaluate and optimize the investment opportunities available to the City. (Fall 2000)

Goal 64: Evaluate service delivery and cost of services. (Annual)
Goal 65: Develop a strategy to encourage volunteerism. (Fall 2000)

Understanding the Operating Budget

Purpose of the Lynchburg Operating Budget

Lynchburg's operating budget provides information about the annual financial plan of the City. Included in this budget document is information on the General Fund, Enterprise Funds, and other funds. The document has program descriptions that explain what City programs do, and financial tables that show the revenues, expenses, and other fiscal details of the programs and other City activities.

What is an Operating Budget?

An operating budget shows how much money a city will collect to pay for the normal costs of doing its work, and how much it will spend. The proposed operating budget is the Lynchburg City Manager's advice to the City Council on how the City should collect and spend money in Fiscal Year 2000-2001, or FY 2000-2001 (July 1, 2000 through June 30, 2001). An operating budget does not include the cost of investing in major capital assets, such as a new building or an expensive piece of equipment. These costs appear in the City's capital budget. The costs of the normal work of using and maintaining capital assets appears in the operating budget.

Legal Requirements for the Operating Budget

Section 14 of the City Charter requires the City Manager to act as budget commissioner, and as such to prepare and submit an annual budget to the City Council. Further, Section 14 states that "At such time as the council may direct, but not later than forty-five days before the end of each fiscal year, the city manager shall prepare and submit to the council for informative and fiscal planning purposes only, an annual budget for the ensuing year, based upon detailed estimates furnished by the several departments and other divisions in the city government according to a classification as nearly uniform as possible. The budget shall contain such other information as may be prescribed by council." (Act 1960, Ch. 479, Sec. 1, p. 740)

Budget Timetable

About April 15 each year, the City Manager submits to the City Council a recommended or proposed operating budget for the fiscal year starting July 1 and ending June 30th of the following year. The City Manager includes a budget message that explains budget issues and presents recommendations. During the following month, the Council studies the proposed budget and holds a public hearing to receive the reactions of citizens. The Council then conducts work sessions as necessary, makes final budget decisions, and adopts, or finalizes, the budget. After that, the City Manager prepares and distributes the adopted budget.

Description of City Funds

For accounting purposes, a local government is not treated as a single, integral entity. Rather a government is viewed instead as a collection of smaller, separate entities known as "funds". The Governmental Accounting Standards Board's (GASB) *Codification of Governmental Accounting and Financial Reporting Standards (Codification)*, Section 1300, defines a fund as:

"A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations."

All of the funds used by a government must be classified into one of seven "fund types". Four of these fund types are used to account for a state or local government's "governmental-type" activities and are known as "governmental funds." Two of these fund types are used to account for a government's "business-type" activities and are known as "proprietary funds." Finally, the seventh fund type is reserved for a government's "fiduciary activities."

Governmental Funds

Four fund types are used to account for governmental-type activities. These are the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

General Fund

The General Fund is used to account for most of the day-to-day operations of the City, which are financed from property taxes and other general revenues. Activities financed by the General Fund include those of line and staff departments within the City except for activities of the Enterprise Funds.

Special Revenue Funds

Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. The City has the following Special Revenue Funds: City/Federal/State Aid Projects, Community Development Block Grant, Urban Development Action Grant, Title XX grant, Museum System, Lynchburg Business Development Centre, Detention Home, Law Library, Highway Projects Grant, Recycling Program, Rental Rehabilitation Grant, Seized Assets, Publications, Lynchburg Expressway Appearance, Comprehensive Services Act, E-911, Home Investment Trust, Central Virginia Radio Board and Partners in Emergency Response (P.I.E.R.) Program. Following is a brief description of each of these funds:

- City/Federal/State Aid Projects Fund- Accounts for the City's various federal and state grants for such purposes as building projects, certain social service and community development programs, and public safety.
- Community Development Block Grant Fund- Accounts for revenues received from the Department of Housing and Urban Development which are used for various development projects to accomplish the goals of the block grant program.

- Urban Development Action Grant Fund-Accounts for federal grants and related program income for development and other improvements in the City.
- Title XX Grant Fund- Accounts for federal and state grants received for certain social services purposes.
- Museum System Fund- Accounts for revenues received in support of the City's various museums.
- Lynchburg Business Development Centre Fund- Accounts for revenues received to support a local business incubator and for monies received from the Economic Development Administration for a revolving loan fund and certain other assistance.
- Detention Home Fund- Accounts for revenues received to support the operations of the City's Juvenile Detention Home.
- Law Library Fund- Accounts for fees received to support the operation of the Law Library.
- Highway Projects Grant Fund- Accounts for federal and state grants received for various highway projects.
- Recycling Program Fund- Accounts for revenues from the City's Drop-off Recycling Program.
- Rental Rehabilitation Grant Fund- Accounts for revenues received to support administrative expenses of the Lynchburg Redevelopment and Housing Authority for the Rental Rehabilitation Program.
- Seized Assets Fund- Accounts for revenues received from the sale of confiscated assets which are related to illegal drug sales and are used for law enforcement.
- Publications Fund-Accounts for revenues to be used for the purchase of Building Officials' and Code Administration materials.
- Lynchburg Expressway Appearance Fund- Accounts for the revenues associated with beautification of the Lynchburg Expressway Area.
- Comprehensive Services Act Fund- Accounts for revenues received under the Comprehensive Services Act for At-Risk Youth and Families adopted by the Virginia General Assembly.
- E-911 Fund- Accounts for revenues receive to support the operations and capital expenditures of the City's E-911 system.
- Home Investment Trust Fund- Accounts for revenues received from the Department of Housing and Urban Development for support of affordable housing needs in the City.
- Central Virginia Radio Board Fund- Accounts for revenues received to support the operations and capital expenditure of the Central Virginia Radio Board.
- Partners in Emergency Response (P.I.E.R.) Program Fund-Accounts for revenues received to support the operation of the P.I.E.R Program.

Capital Projects Funds

The Capital Projects Funds account for all resources used for the acquisition and/or construction of capital equipment and facilities by the City except those financed by the Proprietary Funds. These funds consist of the City Capital Projects, Airport Capital Projects, Sewer Capital Projects, Schools Capital Projects, Solid Waste Capital Projects, and Water Capital Projects Funds.

Proprietary Funds

Two fund types are used to account for a government's business-type activities (activities that receive a significant portion of their funding through user fees). These are the enterprise funds and the internal service funds.

Enterprise Funds

Airport, Sewer, Solid Waste, and Water Funds are used to account for the acquisition, operation, and maintenance of City-owned water and sewer facilities and solid waste management operations. These funds are entirely or predominantly self-supported by user charges. The operations of these funds are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises. Also included in the enterprise funds is the airport fund. This fund, however, receives some support from the General Fund in the form of an interfund transfer.

Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies, and to other governments, on a cost-reimbursement basis.

The Fleet Services Fund contains funding for maintaining the City's equipment and vehicle fleet. Each department using Fleet Services contains funding which is transferred to the Equipment Operations Fund during the year to pay for the actual cost of maintaining vehicles utilized by the department.

The Self-Insurance Fund is used to account for the self-insurance related activities including property/casualty and liability insurance.

Fiduciary Funds

These funds are used when a government holds or manages financial resources in an agent or fiduciary capacity. This single fund type is subdivided into four "subfund types" to account for various types of fiduciary obligations. These are non-expendable trust funds, expendable trust funds, pension trust funds, and agency funds.

The City's Agency Funds are custodial in nature (assets equal liabilities) and do not involve the measurement of results of operations. These funds consist of the Dental Claims and Special Welfare Funds.

Lynchburg City Schools:

Federal, State and City funds support the operating needs of the Lynchburg City Schools. Capital construction needs of the schools are primarily supported by City funds with additional State funding as approved by the General Assembly.

The Lynchburg City Schools operates thirteen elementary, three middle, and two high schools in the City.

Basis of Accounting:

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Governmental and fiduciary fund types utilize the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when they become susceptible to accrual, that is, when they become both "measurable" and "available" to finance expenditures of the current period. Accordingly, real and personal property tax revenues are recorded as revenues principally on the cash basis until year end, at which time current property tax received within 45 days of year end are accrued. Property taxes not collected within 45 days after year-end are reflected as receivables, net of allowances for uncollectible accounts, and as deferred revenues.

Intergovernmental revenues, consisting principally of categorical aid from federal and state agencies are recognized when earned or at the time of the specific expenditure. Sales and public utility taxes, which are collected by the Commonwealth of Virginia and public utilities, respectively, and subsequently remitted to the City, are recognized as revenues and receivables when measurable and available.

Expenditures in governmental funds are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The exceptions to this general rule are principal and interest on general long-term debt, which are recognized when due.

Proprietary fund types utilize the accrual basis of accounting. Revenues are recognized when earned, including unbilled utility receivables and expenses are recognized when incurred.

Basis of Budgeting:

The budget for the General, Utility, and Solid Waste Funds are prepared in accordance with management's and the City Attorney's interpretation of the City Charter, which is principally the cash basis of accounting. Certain revenues, expenditures, and operating transfers related to internal service type functions are not included for budget purposes.

Amending the Budget:

The City Manager's Office is authorized to transfer budgeted amounts between departments within any fund; however, any revisions that alter the total budget amounts and /or appropriations of any fund require an amendment to the budget. Section 15.1-62.1 of the Code of Virginia requires that City Council approve any amendment. If the proposed total amendment exceeds either \$500,000 or one percent of the total budgeted revenue, the request also must be advertised in the newspaper and a public hearing must be held before City Council can act. After obtaining input from citizens, City Council may amend the budget.

The Relationship Between the Budget and the Capital Improvement Plan:

The City also prepares a six-year Capital Improvement Plan (CIP) which is published as a separate document. The CIP specifies those capital improvement or construction projects, which are tentatively identified for funding during the next six years, with the first year of the plan serving as the capital budget. General obligation bonds, revenue bonds, and low- as well as no-cost loans from the State government are the primary means for funding these capital improvements. Additionally, "pay-as-you-go financing" (cash) may be used to provide capital funding. Restricted sources from user fees such as the Passenger Facility Charge on airfares are another source of funding for Airport Capital Improvements. Debt service for all bonds and loans is included in the Budget and CIP summaries by fund provide information of debt service.

Budget Process

Service-Alternative Budgeting

A budget system should be responsive to the overall budget needs of the entire City Government including the fiscal policy concerns of Council, the financial management responsibility of the City Administration, the day-to-day operating requirements of City agencies and the needs of citizens for information concerning the budget. The service-alternative budget concept was developed to meet these needs.

Lynchburg uses service-alternative budgeting in determining how revenues are to be allocated. Specifically, City departments are asked to prepare several service level proposals as follows:

- 1) <u>Maintenance or Base Budget:</u> This alternative funding level represents the cost of extending the present level of municipal services into the following budget year. This is the lowest possible cost required to meet the normal recurring expenses of providing services, in an already established manner with no increase in the activities or level of services provided, to the citizens of Lynchburg.
- 2) <u>Funding Reductions:</u> This level details alternatives, which are applied whenever a reduction in the "service maintenance" funding is required.
- 3) <u>Funding Enhancements:</u> This level provides departments the opportunity to submit proposals that detail improvement of service levels including mandated programs and service additions. It also allows for any new programs that the department wishes to propose and accompanying justification, including the impact of proposed service improvement.

Budget Preparation Schedule

November:

• Preliminary revenue estimates.

December/January:

- Budget packages are sent to City departments.
- Budget kickoff meeting held for departmental budget contacts.

February:

- Initial budgetary request packages are received from departments.
- Letters sent to constitutional offices and outside agencies regarding funding consideration.

February/March:

- Budget formulation proceeds within the City administration, including meetings with departments and Strategic Leadership Team.
- Revenue estimates are finalized.

Mid-April:

• The <u>proposed</u> budget document is presented and worksessions are scheduled for discussion of the proposed budget.

Late April:

• The City advertises in the local newspaper the date and time of the joint public hearing on the proposed City and School Board budgets. Included in the ad are any required legal notices concerning increases in taxes.

Early May (first Tuesday):

• Public hearing on proposed budget, 7:00 p.m., E. C. Glass High School Auditorium or Heritage High School Auditorium.

May, (first Council meeting):

• Introduction of budget appropriation ordinance.

May, (second Council meeting):

 Second reading of budget appropriation ordinance for adoption of the Operating Budgets and Capital Improvements Program Definition of Terms

Adopted budget- The budget approved by City Council and enacted by way of a budget appropriation ordinance.

Airport fund- Supports the operation and maintenance of the Regional Airport. This fund is intended to operate on a self-sustaining or enterprise basis.

Appropriation- The legal authority granted by City Council to expend or obligate funds for a specific purpose. Appropriations may be adjusted during the fiscal year, either up or down, by amendments of City Council.

Assessment- The official valuation of property for purposes of taxation

Assessment ratio- The ratio which an assessed value of a taxed item bears to market value of that item. In the City of Lynchburg, real estate is assessed every other year at 100 percent of market value.

Basis of accounting- A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

Beginning balance- Unexpended funds from the previous fiscal year, which may be used to fund payments during the current fiscal year. This is also referred to as fund balance.

Bond- A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure funding for long-term capital improvements. General Obligation Bonds are debt approved by City Council to which the full faith and credit of the City is pledged. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds.

Budget- A plan for the acquisition and allocation of resources to accomplish specified purposes. A plan of financial operation comprising an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures (income estimates). The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as "the budget of the Police Department or the Capital Budget" or may relate to a fiscal plan for an entire jurisdiction, such as "the budget of the City of Lynchburg."

Budget document- The official written statement that presents the proposed budget.

Budget message- A general discussion of the proposed budget presented to City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years, and presents recommendations made by the City Manager.

Budget ordinance- The official enactment by City Council to establish legal authority for the obligation and expenditure of resources.

Budget schedule- The key dates or milestones that the City follows in preparing and adopting the budget.

Budgetary control- A mechanism whereby expenditures are monitored to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council.

Calendar year- Twelve months beginning January 1 and ending December 31.

Capital Improvement Program- A six-year plan for public facilities, which results in construction or acquisition of, fixed assets primarily buildings and infrastructure needs such as street repaving. The program also includes funding for parks, sewers, sidewalks, major equipment, etc., and major items of capital equipment related to the new facilities.

Capital Improvement funds- Funds defined by the State Auditor of Public Accounts, consisting of subfunds to account for the acquisition and/or construction of major capital facilities.

Cash Management- A conscious effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized. Checks received are deposited the same day, bills are paid no sooner that the due date unless discounts can be obtained by paying earlier, future needs for cash are determined with exactness and cash on hand not needed immediately is invested in short-term interest-bearing investments.

Department- An entity within the City organization, established either by State code or identified need, for the administration of specifically related duties or responsibilities. A department head is responsible for all expenditures and other activities assigned to that department. For example, the Director of Community Safety is responsible for the Community Safety Department.

Depreciation- The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

Disbursement- A cash payment to an outside party, or a transfer of funds to another accounting entity within the City's financial system.

Division- For manageability and accounting purposes, some departments are further divided into smaller units of control, called divisions. For example, the Streets Division is part of the Department of Public Works.

Encumbrance- A reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds usually are reserved or encumbered once a contracted obligation has been entered into for an item, but prior to the cash payment actually being dispersed.

Enterprise fund- A type of proprietary fund used to account for the acquisition, operation, and maintenance of governmental facilities and services that are entirely or predominantly self-sustaining. This type of fund is defined by the State Auditor of Public Accounts and consists of subfunds to account for operations that are financed and operated in a manner similar to private business enterprises. Costs of providing goods or services are financed or recovered, at least in part, through user charges.

Expenditure- The authorized paying out of City funds for charges and expenses. Expenditures include payment in cash for current operating expenses, and debt service.

Fiscal year- A year long accounting period. For the City of Lynchburg, it is from July 1 to June 30 of the following year.

Fixed assets- Assets of long-term character which are intended to continue to be held or used by the City, including land, buildings, machinery, and other equipment.

Fringe benefits- The fringe benefit expenditures included in the budget are the City's share of an employee's fringe benefits. Fringe benefits provided by the City include: FICA taxes (Social Security), health insurance, life insurance, retirement, unemployment insurance, and worker's compensation insurance.

Fund- A fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund balance- Resources, which, at year's end, have exceeded requirements and have not been designated for any specific use. These funds are not in the budget and therefore have not been appropriated for expenditure. The unrestricted fund balance is a reserve for unanticipated emergencies and is targeted at approximately 10% of net operating revenues.

General Accepted Accounting Principles (GAAP)- Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices.

General Fund- A fund type used to account for all revenues and expenditures of the City not required to be accounted for in other funds. Revenues are derived primarily from property taxes, local sales taxes, utility taxes, licenses, permits, user fees, and other sources. General Fund expenditures finance the daily operations of the city and include the costs of general government activities, transfers to other funds, and debt service requirements. Included in the General Fund are the groups and programs discussed in that section of this budget.

Intergovernmental revenues- Revenues from other governments, such as the State and Federal government in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Investment earnings- Revenue earned on investments with a third party. The City uses a pooled cash system, investing the total amount of cash regardless of fund boundaries. The interest earned is then allocated back to individual funds by average cash balance in that fund.

Internal service fund- A type of proprietary fund used to account for the financing of goods or services provided by one City program to other City programs, or to other governments, on a cost-reimbursement basis.

Lease-Purchase agreement- An agreement that conveys the right to property or equipment for a stated period of time. It allows the city to spread the cost of the acquisition over several budget years.

Line item- A specific expenditure category within a department budget. For example, supplies and materials, utilities, or gasoline/diesel.

Maturities- The dates on which the principal or stated values of investments or debt obligations become due and/or may be reclaimed.

Operating expenses- The portion of the budget pertaining to the daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as supplies and materials, utilities, and gasoline/diesel.

Personal services- A category of expenditures which primarily covers wages, salaries, overtime, and fringe benefit costs paid to or on behalf of City employees.

Personnel (FTE)- Full-time equivalents; the total count of full-time and part-time classified personnel in a department or sub-department. Part-time classified personnel are shown as a percentage of a full-time position. In addition, sub-departments may share a full-time classified position. Wage employees are not included in this count.

Position- A group of duties and responsibilities, as prescribed by an office or agency, to be performed by a person on a full-time, part-time, or seasonal basis.

Proposed budget- The budget recommended for adoption by the City Manager to City Council.

Real-Property- Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.

Reserve- Each fund has one or more reserve accounts. These accounts contain funds that have been set aside for a specific purpose or use, but that have not yet been appropriated for use.

Revenue- Government income from taxes, permits, fees, licenses, fines, and grants, and also payments from other governmental entities.

Sewer Fund- Consists of the operating budget of the sewer and wastewater treatment programs of the City. Revenues from the operation, such as user fees sustain this fund.

Solid Waste Management Fund- Consists of the City landfill operation and the drop-off recycling program. Revenues from the users of the services sustain this fund.

Tax base- The aggregate value of the items being taxed. The base of the City's real property tax is the assessed value of all real estate in the City.

Tax rate- The level of taxation stated in terms of either a dollar amount (e.g., \$1.11 per \$100 assessed valuation), or a percentage of the value of the tax base (i.e., 4.5 percent sales tax). City Council fixes property tax rates when the budget for the coming fiscal year is approved.

Unencumbered balance- The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for expenditures.

Water Fund- Consists of the operating budget of the water program of the City. This fund depends on the specific revenues generated by this operation, such as user fees or contracts to supply water to entities.

Definition of Accounts

Personal Services – compensation for direct labor of persons in the employment of the City; salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and similar compensation.

Group Life Insurance – payments for both employer and employee portions of premiums for employees' life insurance coverage.

Virginia Retirement System – payments for both the employer and employee portions of premiums for employees' retirement.

Employers' FICA Contribution – payments for employer's share of contribution into the Social Security program.

Workers' Compensation Claims – payments for authorized claims involving injuries.

Self-Insurer Fee – payments made for City employees to State Industrial Commission as required by law.

Group Hospitalization – payments made for employer's share of insurance for full-time, classified employees.

Unemployment Compensation – benefits paid for unemployment claims.

Tuition Reimbursements – reimbursement to employees to assist with payment for college or other courses.

Clothing Allowance – costs associated Cash Payments to employees for clothing allowance as a fringe benefit.

Supplies and Materials – expendable items used in daily operations of departments. Examples are office stationery and paper, cleaning and janitorial items and postage.

Chemicals – substances used in City operations such as water treatment. Category includes chlorine, alum, lime, and snow removal chemicals.

Gasoline/Diesel Fuel – charges for the purchase of gasoline and diesel fuels for municipal vehicles.

Internal Services – used to account for charges from an internal service fund of the City. Examples are the use of intergovernmental services, such as data processing microcomputer support and Central Stores.

Equipment Replacement & Additions – includes additional equipment and replacement of equipment that is beyond its useful life.

Rental and Leases – includes rentals and lease/purchase of real and personal property.

Utilities – telephone, electricity, water and sewer.

Utilities–Natural Gas – natural gas primarily for buildings.

Utilities-Fuel Oil – heating oil used primarily for buildings.

Insurance – payment of insurance premiums.

Building & Grounds Maintenance – items necessary to repair and maintain City structures and grounds.

Contractual Services – services acquired on a fee basis or a fixed time contract basis from outside sources (e.g., private vendors, public authorities or other governmental entities). Includes equipment maintenance from outside vendors.

Training & Meetings – payment for training and meetings of City employees that are pertinent to the performance of their duties with the City.

Public Assistance – financial assistance on behalf of needy persons.

Miscellaneous Expenses – items not categorized above such as dues and memberships and employee mileage allowances.

Debt Service – payment of principal and interest on the City's long-term debt.

Operating Transfers – authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

Financial Policies

The financial policies that follow outline a general framework for sound financial management. City Council first adopted the Fund Balance and Debt Management Policies in August 1999. Currently under consideration by City Council is a Budget Policy. In addition to these policies, City Administration will be forwarding to City Council proposed policies regarding Grants, Investments and Risk Management.

Introduction

The primary of objective of sound financial management policies is for the City Council to create a framework within which financial decisions can be made. These financial management policies are a statement of the guidelines and goals that will influence and guide the financial management practices of the City of Lynchburg. Financial management policies that are adopted, adhered to, and regularly reviewed are recognized as the cornerstone of sound financial management. Sound financial management policies:

- Contribute significantly to the City's ability to insulate itself from fiscal crisis and economic disruption,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the City rather than single issue areas,
- Promotes the view of linking long-term financial planning with day to day operations, and
- Provides the City council and the citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines
- Ensure that the organization is sufficiently resourced to perform mandated responsibilities,
- Provides a foundation for evaluating financial analysis and condition

Policy I - Fund Balance

General Fund

- The City of Lynchburg's Undesignated General Fund Balance will be maintained at a level to provide the City with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing
- The City shall not use the Undesignated General Fund Balance to finance recurring operating expenditures
- The City will maintain a minimum Undesignated General Fund Balance equal to 7% of General Fund Revenues, with a targeted goal of Undesignated General Fund Balance equal to 10% of General Fund Revenues. In the event the Undesignated General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the City shall restore the Undesignated General Fund Balance to the minimum of 7% within 2 fiscal years. If the Undesignated General Fund Balance falls below the target of 10%, the City shall restore the Undesignated General Fund Balance to the 10% target within 5 fiscal years. This will provide for full recovery of the targeted Undesignated General Fund Balance within 5 years following the fiscal year in which the event (or events) occurred. (Exhibit A)
- Funds in excess of the targeted 10% fund balance may be considered to supplement "pay as you go" capital outlay expenditures, other nonrecurring expenditures or as additions to fund balance.
- A contingency Budget of approximately 2% of departmental and non-departmental appropriations, will be appropriated annually for unanticipated needs and/or revenue shortfalls

Enterprise Funds

Water Operating Fund

- Minimum ending fund balance shall not be less than 25% with a target balance of 40% of total fund appropriations (Exhibit B)
- Funds in excess of the annual requirements may be considered for "pay as you go" capital outlay expenditures, other non-recurring expenditures or funding of necessary reserves.
- A rate review will be conducted at least every two years

Sewer Operating Fund

- In accordance with the Department of Environmental Quality Special Order for the correction of the Combined Sewer Overflows, the maximum ending shall not exceed 25% of total fund expenditures; however, the City shall endeavor to maintain a fund balance as close to 25% as practicable (Exhibit C
- As provided by the Special Order, any excess funds will be directed to "pay as you go" capital outlay expenditures.
- A rate review will be conducted at least every two years

Solid Waste Management Operating Fund

- Minimum ending fund balance shall not be less than 25% with a target balance of 40% of total fund appropriations (Exhibit D)
- Funds in excess of the annual requirements may be considered for "pay as you go" capital outlay expenditures, other non-recurring expenditures or funding of necessary reserves
- A rate review will be conducted at least every two years

Policy II - Debt Management

Tax Supported Debt

- The City will not use long-term debt to fund current operations and will continue to utilize "pay as you go" capital financing when feasible.
- The City will not use short-term borrowing to fund current operations
- Whenever the City finds it necessary to issue tax supported bonds, the following policy will be adhered to:
 - Tax supported bonds are bonds for which funds used to make annual debt service payments are
 derived from tax revenue of the City of Lynchburg. General Obligation Bonds issued for selfsupporting enterprise funds are not included in calculations of tax-supported bonds.
 - The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended
 - Annual debt service expenditures for tax supported debt should not exceed 12% of the following Total General Governmental Expenditures plus transfers from the General Fund (excluding the transfers to the School Operating Fund) less Special Revenue Fund Expenditures and debt financed capital outlays (Exhibit E)
 - Total tax supported debt will not exceed **5**% of the net assessed valuation of taxable property in the City of Lynchburg (Exhibit F)
 - Total tax supported debt per capita should not exceed \$2,000 (Exhibit G)

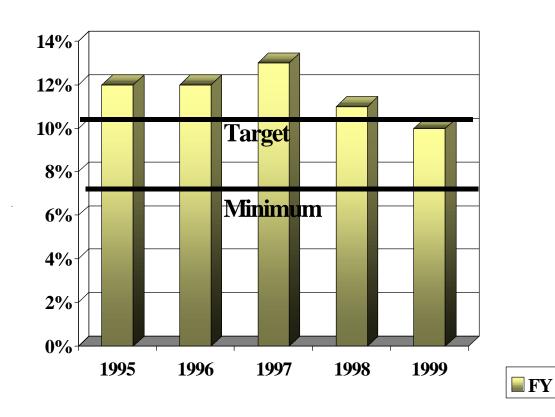
Revenue Supported Debt

Whenever the City finds it necessary to issue revenue-supported bonds, the following guidelines will be adhered to:

- Revenue supported bonds are defined as a bonds on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities (i.e. water, sewer, solid waste)
- The term of any revenue supported bond issue will not exceed the useful life of the capital project/facility or equipment for which borrowing is intended.
- Revenue supported bonds will be structured to allow equal or declining annual debt service
 payments over a term not to exceed the life of the project being financed. For those revenue
 supported bonds issued to the Virginia Revolving Loan Fund annual debt service payments shall
 not exceed twenty years.
- For any enterprise fund issuing revenue-supported bonds, Net Revenues Available for Debt Service shall not be less than 1.2 times annual debt service for each fiscal year. Net Revenues Available for Debt Service will be calculated as operating income, plus depreciation and amortization and plus interest income. Debt service will include all debt service paid by the respective fund; however, the principal portion of any bond anticipation notes or other short-term financing should be excluded. (Exhibit H, I, J)

EXHIBIT A

Percentage of Undesignated Fund Balance to Total General Fund
Revenues with a Target of 10% & Minimum 7%





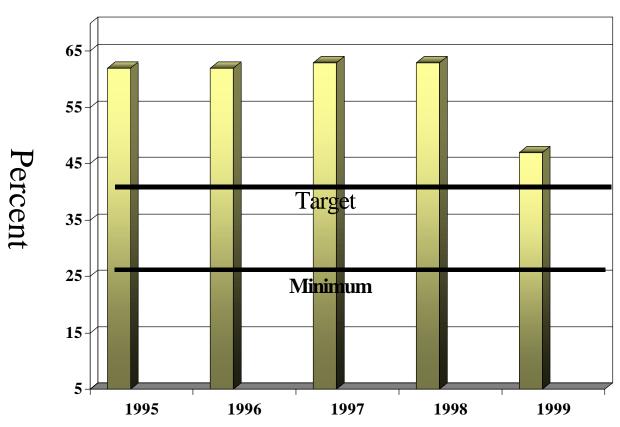
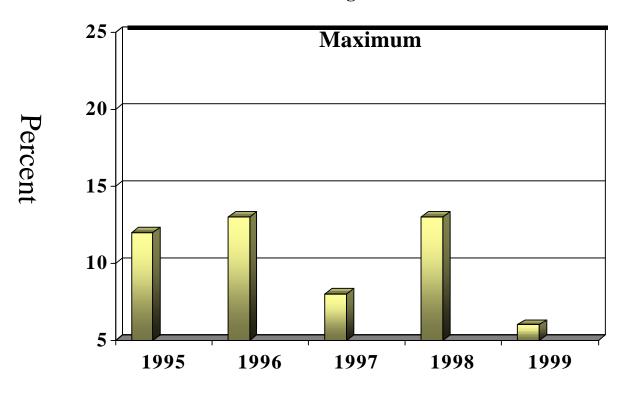
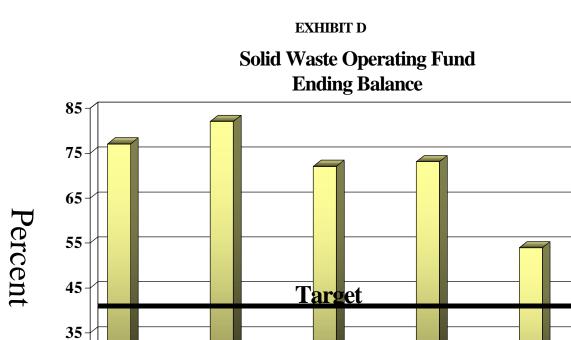


EXHIBIT C
Sewer Operating Fund
Ending Balance





Minimum

EXHIBITE

Annual Debt Service Expenditures
for Tax Supported Debt

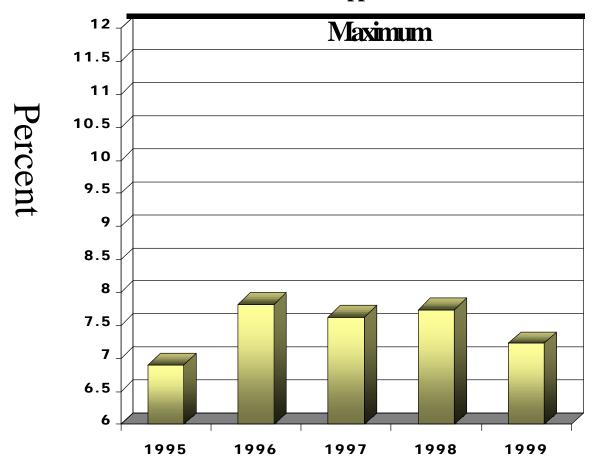


EXHIBIT F

Ratio of Net Bonded Debt to Assessed Valuation

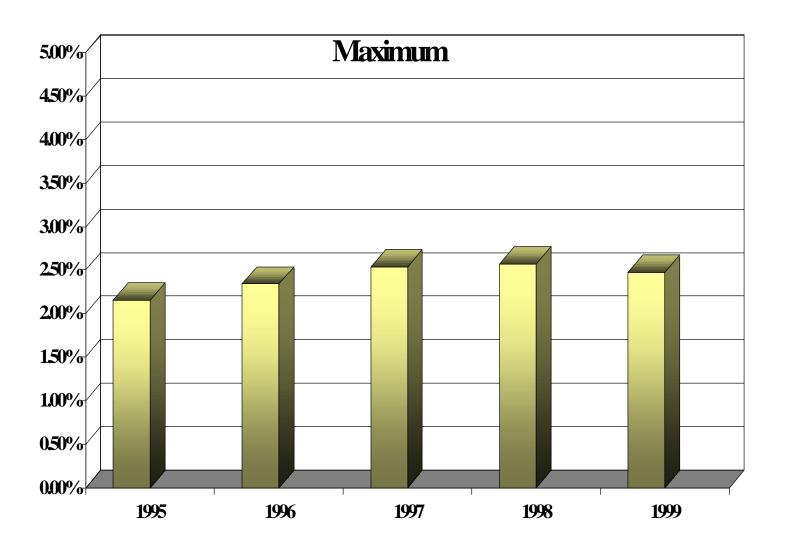
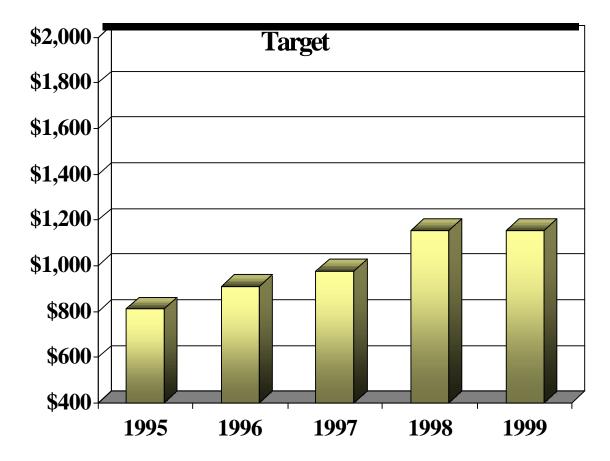
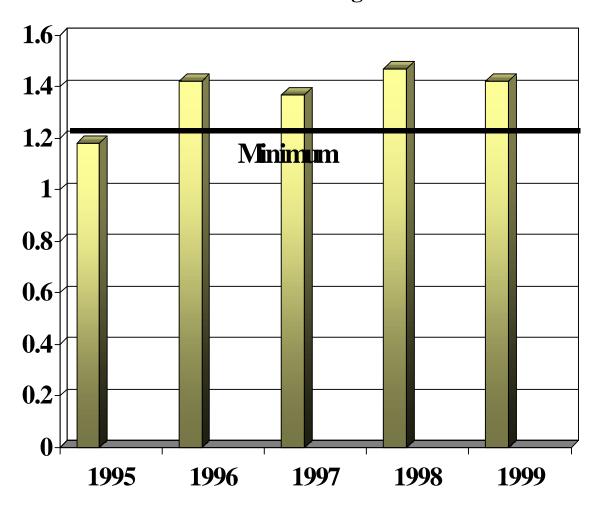


EXHIBIT G

Debt Per Capita



EXHIBITH
Water Operating Fund
Debt Coverage





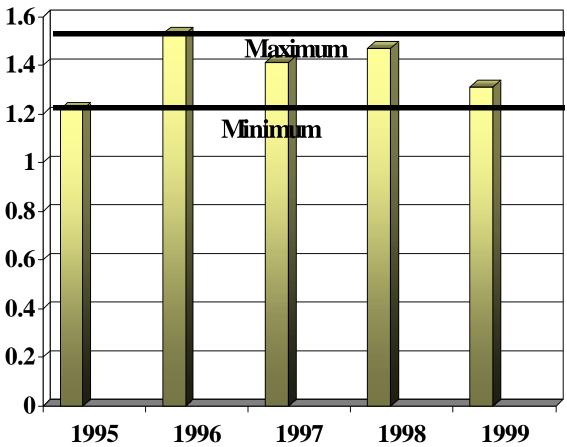
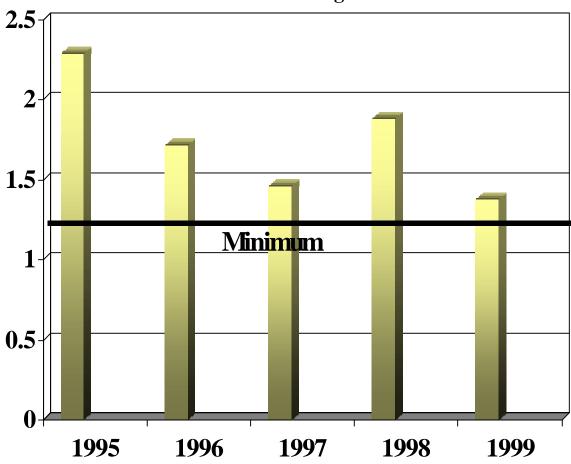


EXHIBIT J

Solid Waste Fund

Debt Coverage



Policy III – Budget Policy

Budget Policies:

- Adopt a balanced budget in accordance with all legal requirements.
- Use a structured budget preparation and formulation process for all departments and agencies receiving funding from the City.
- Annual Departmental budgets shall be managed within the total appropriated budget for each fiscal year.
- All operating budget appropriations shall lapse at the end of the fiscal year to the extent that they are not expended or encumbered, with the exception of year-end carry-forward items approved by City Council.
- The budget shall be adopted by the favorable vote of a majority of members of City Council.
- The Vision, Goals and Strategic Plan of the City Council as well as the Comprehensive Plan will serve as the framework for the budget proposed by the City Manager.
- The fiscal year for the City is July 1 to June 30 as defined by the Lynchburg City Code, Section 18-1.
- Use one-time revenue gains for one-time expenditures only.
- Use Reserve for Contingencies as a source of funding for unanticipated funding adjustments and/or requests during the year following review and approval by City Council. The Reserve for Contingencies is limited to one-time expenditures and shall not be considered a source for recurring expenditures.

Other Reserves

Reserve for Strategic Initiatives

Recurring funds are dedicated to support economic development activities and emerging projects and activities in the Reserve for Strategic Initiatives. Fifteen percent (15%) of General Fund recurring revenue growth excluding any one-time revenues and any debt service savings resulting from bond refinancings of city capital projects shall be dedicated annually to this reserve. One third of the balance of this reserve shall be used for economic development activities, and two-thirds shall be used for emerging issues. (Sec. 18-100.2, Lynchburg City Code)

Reserve for Future Financial Support

Funds to safeguard the City's bond rating for future capital projects are designated within the General Fund as the Reserve for Future Financial Support. (Sec. 18-100.1, Lynchburg City Code)

Capital Improvement Program

- Prepare and update annually a six-year Capital Improvements Plan that serves as the basis for annual capital appropriations and debt financing requirements.
- Determine debt service requirements and funding needs for schools and city government based on Council-adopted Capital Improvements Plan (CIP).
- Confine long-term borrowing to major capital improvements (minimum of 20-year life and at least \$25,000 in project costs).
- Limit short-term borrowing to bond anticipation purposes and major equipment leasing.
- Capital Project appropriations shall lapse upon project completion that allows for an adequate warranty period.

Budget Process

<u>Preparation</u>

- Encourage public participation in the budgetary process.
- Evaluate the Real Estate Tax Relief Program bi-annually with the real estate reassessment to ensure that the program is consistent with the rate of growth in real estate.
- Incremental operating costs associated with capital projects should be funded in the operating budget after being identified and approved in the Capital Improvement Program.
- The City will avoid dedicating revenue to a specific project_or program because of the constraint this may place on flexibility in resource allocation.
- The City Manager will prepare a Recommended Budget annually for City Council review that serves as a financial plan for the fiscal year. The Recommended Budget shall contain the following information:
 - 1. A budget message that outlines the proposed revenue and expenditures for the upcoming fiscal year together with an explanation of any major changes from the previous fiscal year. The budget message should also include any major changes in financial policy.
 - 2. Charts indicating the major revenues and expenditures in each major fund (General, Water, Sewer, Airport and Solid Waste) as well as changes in fund balance for all funds.
 - 3. Summaries of proposed expenditures by function, department and activity.
 - 4. A schedule of requirements for the principal and interest of each bond issue.

- 5. The budget appropriation ordinance including the tax levy.
- 6. A three-year history of revenues and expenditures to include the prior year actual, current year adopted budget and estimate, and proposed budget for each major fund.
 - The City Council and School Board shall hold a joint public hearing on the budget submitted by the City Manager and all interested citizens shall be given an opportunity to be heard on issues related to the proposed budget.
 - The budget process will be coordinated in a way that major policy issues are identified for City Council several months prior to consideration of budget approval. This will allow adequate time for appropriate decisions and analysis of financial impacts.
 - City staff will evaluate all expenditures and revenues as compared to budget and make recommendations to City Council regarding possible adjustments following six months of actual revenue and expenditure experience.

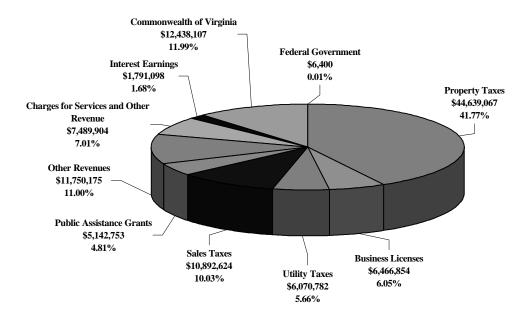
Implementation

- Reapply a portion of returned, unexpended budgetary appropriations from current budget to fund service improvements in the upcoming budget year according to priorities in the following order:
 - 1. Service improvements, which are absolutely required by mandates of the state or federal governments.
 - 2. Essential but non-mandated service improvements.
 - 3. One-time service improvements.
 - 4. Other recurring service improvements.
- The City Manager will forward to the City Council's Finance and Planning Committee a quarterly financial report identifying meaningful trends in both revenues and expenditures for the General Fund, Water and Sewer Funds, Airport Fund, and Solid Waste Fund.
 - The City should annually apply for the Government Finance Officers Association Distinguished Budget Presentation Award beginning with the FY2001-2002 budget.
 - Following the public hearing, City Council may adjust the proposed budget. In instances where City Council increases the total proposed expenditures, it shall also provide a source of revenue at least equal to the proposed expenditure.

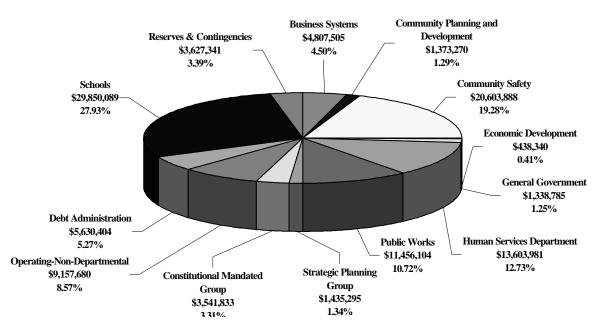
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Revenues and Resource Allocations

FY 00/01 REVENUES \$ 106,687,764¹



FY 00/01 EXPENDITURES \$107,187,764¹



¹The \$500,000 difference between revenues and expenditures is due to the use of unexpended appropriations from FY1999-2000.

General Fund Financial Summary

General Fund Financial Summary

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
UNDESIGNATED BEGINNING BALANCE	\$8,171,698	\$6,441,438	\$10,648,100	\$10,665,750	\$10,665,750
Unexpended Appropriations FY1999-2000	0	0	0	500,000 2	500,000
Transfer from Reserve for Future Financial Support	0	0	0	6,437,373	6,437,373
PROJECTED TOTAL FUNDS AVAILABLE	\$8,171,698	\$6,441,438	\$10,648,100	\$17,603,123	\$17,603,123
REVENUES					
Property Taxes	\$41,656,928	\$43,582,764	\$44,043,442	\$44,639,067	\$44,639,067
Other Local Taxes	21,560,632	22,033,183	22,461,086	23,232,011	23,460,260
Inter-governmental	5,387,054	5,695,297	5,209,921	5,142,753	5,142,753
All Other Sources	34,897,375	31,441,535	34,650,132	33,350,684	33,445,684
TOTAL REVENUES	\$103,501,989	\$102,752,779	\$106,364,581	\$106,364,515	\$106,687,764
EXPENSES					
Operating - Departmental	\$48,002,079	\$57,225,745	\$58,825,345	\$58,599,001	\$58,704,313
Operating - Non-Departmental	15,855,861	6,538,916	8,704,372	9,157,680	8,625,764
Debt Service	5,364,175	5,459,422	5,394,940	5,630,404	5,630,404
Schools - Operations	24,588,569	25,407,852	25,407,852	26,089,391	26,939,244
Schools - Debt Service	3,458,512	3,764,920	3,637,226	3,760,698	3,760,698
Reserves	4,244,392	3,819,734	3,811,916	2,877,341	2,777,341
Contingencies	375,674	1,450,000	565,280	750,000	750,000
TOTAL EXPENDITURES	\$101,889,262	\$103,666,589	\$106,346,931	\$106,864,515	\$107,187,764
TRANSFER TO CAPITAL FUNDS					
City Capital Projects Fund	\$0	\$0	\$0	\$3,474,300	\$3,474,300
Schools Capital Projects Fund	0	0	0	1,506,821	1,506,821
TOTAL TRANSFER TO CAPITAL	\$0	\$0	\$0	\$4,981,121	\$4,981,121
Designated Fund Balance to meet 10% Fund Balance Target in Future Years	\$0	\$0	\$0	\$1,485,551	\$1,485,551
Undesignated Ending Fund Balance	9,784,425	5,527,628	10,665,750	10,636,451	10,636,451
TOTAL FUND BALANCE	\$9,784,425	\$5,527,628	\$10,665,750	\$12,122,002	\$12,122,002

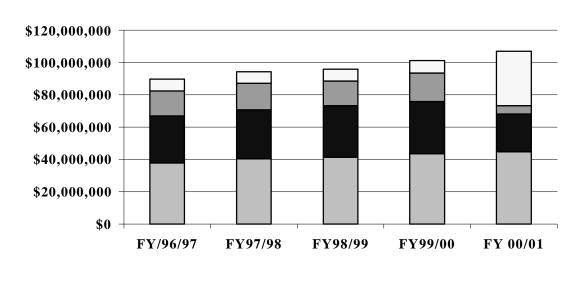
¹ During Fiscal 1999-2000 the beginning fund balance was adjusted to begin to reflect the change from the cash basis to the modified accrual basis in order to comply with Statement 34 from the Governmental Accounting Standards Board.

² Represents the estimated amount of unexpended appropriations from FY1999/2000 including \$310,000 in required turnback and \$190,000 in life insurance savings.

Analysis of Changes in Revenue Budget

FY 99/00 Revenue	\$102,752,779
Increase in Property Taxes	1,056,303
Increase in Other Local Taxes	1,427,077
Decrease in Inter-governmental Revenues	(552,544)
Increase in Other Revenues (Net)	2,004,149
FY 00/01 Proposed Revenue	\$106,687,764

FY 96/97- FY 00/01 Revenues





General Fund Revenue Detail

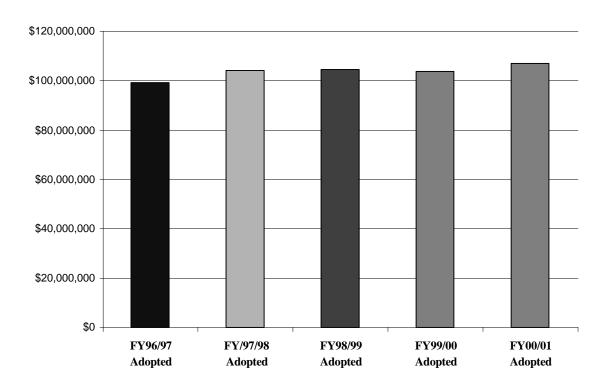
Revenue Detail

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
Property Taxes	41,656,928	43,582,764	44,043,442	44,639,067	44,639,067
Business Licenses	5,943,728	6,228,892	6,210,165	6,466,854	6,496,854
Utility Taxes	5,430,283	5,556,792	5,839,769	6,045,782	6,070,782
Sales Taxes	10,186,621	10,247,499	10,411,152	10,719,375	10,892,624
Public Assistance Grants	5,387,054	5,695,297	5,209,921	5,142,753	5,142,753
Other Revenues	33,981,590	31,441,535	34,650,132	33,850,684	33,445,684
TOTAL	102,586,204	102,752,779	106,364,581	106,864,515	106,687,764

Analysis of Changes in Expenditures Budget

FY 99/00 Expenditures	\$103,666,589
Increase in Operating Expenses	3,561,194
Decrease in Reserves	(1,742,393)
Increase Debt Service	170,982
Increase in City Contribution to Schools Operating	1,531,392
FY 00/01 Proposed Expenditures	\$107,187,764

FY 96/97 - FY 00/01 EXPENDITURES



Expenditure Detail General Fund

Expenditure Detail

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	953.9	973.7	983.0	996.5	999.2
Personal Services	\$31,032,000	\$33,658,932	\$33,965,296	\$33,867,693	\$34,280,577
Employee Benefits	1,185,393	9,692,192	9,705,475	10,066,141	10,290,807
Clothing Allowance	16,890	19,800	19,800	19,800	19,800
Tuition Reimbursement	12,774	12,000	30,000	30,000	30,000
Supplies and Materials	1,914,190	2,026,712	2,249,675	2,055,920	2,119,986
Chemicals	130,881	49,367	99,376	49,367	49,367
Equipment Operation & Maint.	7,678	120	120	620	620
Gas/Diesel Fuel	178,036	208,844	208,844	219,235	212,362
Internal Service Charges	664,034	610,274	610,367	532,559	529,935
Equipment Replacement/Additions	1,576,664	613,385	1,005,263	609,348	616,805
Rentals and Leases	458,078	226,965	262,077	217,248	217,598
Utilities	1,861,829	1,940,375	1,958,585	1,915,275	1,926,490
Insurance	0	711	711	500	500
Building and Grounds Maint.	564,122	591,810	652,631	549,458	544,708
Contractual Services	4,375,749	4,031,217	4,585,121	4,472,938	4,445,375
Training and Meetings	360,605	384,969	367,401	413,050	417,270
Miscellaneous Expenses	261,821	546,118	437,201	260,217	263,897
Other Purchased Services	30,189	40,130	40,130	40,130	40,130
Auxiliary Grants	521,062	494,487	494,487	639,142	639,142
Day Care	18,963	20,000	20,000	20,000	20,000
Adult Services	93,697	110,000	110,000	110,000	110,000
FSET	1,345	2,000	2,000	2,000	2,000
ADC-FC	720,871	1,280,000	1,280,000	850,000	850,000
General Relief	94,251	115,000	115,000	115,000	115,000
Emergency Assistance	1,675	3,000	3,000	3,000	3,000
Jobs-Supportive Services	80	0	0	0	0
Other Public Assistance	285,669	310,139	310,139	394,846	394,846
At Risk Day Care	140,443	140,000	140,000	205,000	205,000
At Risk Block Grant Day Care	359,194	224,000	224,000	359,638	359,638
TOTAL EXPENDITURES	\$48,002,079	\$57,225,745	\$58,825,345	\$58,599,001	\$58,704,853

Business Systems Group – City Assessor Operating Expenses

City Assessor. This office maintains and updates ownership and physical characteristic records for 28,000 property parcels and provides assessments for the properties. The Assessor also administers the Land Use Program and the Rehabilitated Structure Program. It also provides assistance to the public, other city departments, and various local, state, and federal agencies as well. This division has available a wealth of information and resources that is utilized by those in the real estate profession and related fields.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	11	11	11	11	11
Personal Services	\$394,586	\$430,708	\$430,708	\$408,414	\$408,414
Employee Benefits	0	130,780	130,708	122,713	124,305
Supplies & Materials	14,359	14,150	14,150	14,750	15,345
Internal Service Charges	549	740	740	750	750
Equipment Replacement/Additions	5,027	0	0	0	0
Utilities	1,444	1,500	1,500	1,500	1,500
Contractual Services	7,959	11,361	40,361	9,197	9,197
Training & Meetings	6,502	8,500	8,500	9,000	9,000
Miscellaneous Expenses	14,011	15,095	15,095	15,100	15,100
TOTAL	\$444,437	\$612,834	\$641,762	\$581,424	\$583,611
ACTIVITY COST					
Perform Reassessments	\$271,107	\$373,829	\$391,475	\$354,669	\$356,003
Maintain Land Book	66,666	91,925	96,264	87,214	87,542
Provide Mgmt/Admin Support	106,665	147,080	154,023	139,542	140,067
TOTAL	\$444,437	\$612,834	\$641,762	\$581,424	\$583,611

Business Systems Group – Information Technology Administration Operating Expenses

Information Technology Administration. This sub-department provides for the management and administration of the I.T. department.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
-	70177	77/00	77/00	00/01	
BUDGET SUMMARY					
Personnel (FTE)	1	1	1	1	1
Personal Services	\$55,202	\$84,652	\$84,652	\$85,051	\$85,051
Benefits	0	24,284	24,284	24,261	24,261
Supplies & Materials	407	8,000	8,000	1,020	1,020
Equipment Replacement/Additions	113,195	165,750	211,494	0	0
Utilities	51	1,000	1,000	510	510
Contractual Services	123,987	33,444	133,444	10,200	10,200
Training & Meetings	29,829	16,583	16,583	3,060	3,060
Miscellaneous Expenses	518	1,000	1,000	204	204
TOTAL	\$323,189	\$334,713	\$480,457	\$124,306	\$124,306
ACTIVITY COST					
Provide Mgmt/Admin Support	\$323,189	\$334,713	\$480,457	\$124,306	\$124,306
TOTAL	\$323,189	\$334,713	\$480,457	\$124,306	\$124,306

Business Systems Group - Information Technology Application Services Operating Expenses

Application Services. This division provides system design and analysis services to City departments to define the requirements and potential solutions for technology applications or systems. This division also performs applications programming, testing, and installation, and manages vendors who also provide these services. This division also performs the host computer operations function.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	14	14	14	13	12
Personal Services	\$551,642	\$577,404	\$577,404	\$531,264	\$488,073
Benefits	0	179,058	179,058	163,977	150,921
Supplies & Materials	31,837	22,500	26,145	22,500	22,895
Equipment Operation & Maintenance	45	0	0	0	0
Internal Service Charges	580	450	450	450	450
Equipment Replacement/Additions	22,115	0	105,000	0	0
Utilities	15,480	29,225	29,270	26,525	26,525
Contractual Services	71,324	168,992	168,992	122,641	122,641
Training & Meetings	12,487	14,000	14,000	14,000	14,000
TOTAL	\$705,510	\$991,629	\$1,100,319	\$881,357	\$825,505
ACTIVITY COST					
Provide Computer Operations	324,535	456,149	506,147	405,424	379,732
Maintain/Develop Systems and Programs	218,708	307,405	341,099	273,221	255,907
Provide Network Administration	77,606	109,079	121,035	96,949	90,806
Provide Mgmt/Admin Support	84,661	118,995	132,038	105,763	99,061
TOTAL	\$705,510	\$991,629	\$1,100,319	\$881,357	\$825,505

^{*} Amounts reflect transfers due to organizational structure changes.

Business Systems Group - Information Technology Network Services Operating Expenses

Network Services. This division provides the services to engineer and operate the City's local and wide area networks. This includes managing and supporting all the communications devices and software required to provide these networks. Other services provided by this division include: email, internet access, remote network access, and application-specific server operation and support. Support for the City's voice systems is planned to be provided by this group. This division also provides support for the acquisition and operation of all standard personal computers used in the City.

	Actual	Adopted	Amended	Proposed	Adopted
BUDGET SUMMARY	98/99	99/00	99/00	00/01	00/01
Personnel (FTE)	0	0	0	7	8
Totsolmer (TT2)	O	O .	· ·	,	O
Personal Services	\$0	\$0	\$0	\$341,646	\$389,777
Benefits	0	0	0	103,079	117,627
Supplies & Materials	0	0	0	7,140	7,140
Equipment Replacement/Additions	0	0	0	58,094	58,094
Utilities	0	0	0	3,876	4,476
Contractual Services	0	0	0	79,437	79,437
Training & Meetings	0	0	0	18,955	18,955
Miscellaneous Expenses	0	0	0	3,876	3,876
TOTAL	\$0	\$0	\$0	\$616,103	\$679,382
ACTIVITY COST					
Provide Mgmt/Admin Support	\$0	\$0	\$0	\$616,103	\$679,382
TOTAL	\$0	\$0	\$0	\$616,103	\$679,382

^{*} Amounts reflect transfers due to organizational structure changes.

Business Systems Group - Information Technology Personal Computer Replacement Operating Expenses

Personal Computer Replacements. This sub-department provides the funding for the planned annual replacement of the City's standard office desktop computers.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Equipment Replacement/Additions	0	0	0	81,600	81,600
TOTAL	\$0	\$0	\$0	\$81,600	\$81,600
Activity Cost					
Provide Mgmt/Admin Support	\$0	\$0	\$0	\$81,600	\$81,600
TOTAL	\$0	\$0	\$0	\$81,600	\$81,600

^{*} Amounts reflect transfers due to organizational structure changes.

Business Systems Group – Budget & Organizational Performance Operating Expenses

Budget and Organizational Performance. The City's annual operating budget and capital improvement program are the two most important financial documents for planning and managing City government affairs. This division assists City departments, agencies and citizens with budget matters and questions and prepares and manages both the operating budget and capital improvement program. Also, the division supports and oversees the development of the City's system for measuring program performance.

	Actual	Adopted*	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)		3	3	3	3
Personal Services	\$0	\$106,466	\$106,466	\$106,466	\$106,751
Employee Benefits	0	33,073	33,073	33,893	32,993
Supplies & Materials	0	1,200	1,200	3,433	3,462
Internal Service Charges	0	2,700	2,700	2,700	2,700
Utilities	0	1,000	1,000	1,000	1,000
Contractual Services	0	8,375	8,375	6,000	6,000
Training & Meetings	0	4,200	4,200	4,200	4,200
Miscellaneous Expenses	0	450	450	450	450
TOTAL	\$0	\$157,464	\$157,464	\$158,142	\$157,556
ACTIVITY COST					
Budget Operations	\$0	\$157,464	\$157,464	\$158,142	\$157,556
TOTAL	\$0	\$157,464	\$157,464	\$158,142	\$157,556

^{*}Amounts reflect transfers due to organizational structure changes.

Business Systems Group – Director of Financial Services Operating Expenses

Financial Services Department. This department maintains the City's accounting systems, pays employees and vendors, manages accounts, portfolios, provides financial analysis, prepares financial reports and other activities related to finance. The department also collects real estate, personal property, and other local taxes, license, water and sewer bills, and parking fines. It manages the City's procurement program for buying goods and services.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	2	2	2	2	2
Personal Services	\$103,636	\$33,826	\$63,788	\$97,001	\$97,001
Employee Benefits	0	10,836	19,707	26,343	29,290
Supplies & Materials	424	290	290	290	290
Internal Service Charges	713	368	368	392	392
Utilities	406	315	315	315	315
Contractual Services	95	125	125	125	125
Training & Meetings	4,497	100	100	100	100
Miscellaneous Expenses	424	0	0	0	0
TOTAL	\$110,195	\$45,860	\$84,693	\$124,566	\$127,513
ACTIVITY COST					
Director of Finance Office	\$110,195	\$45,860	\$84,693	\$124,566	\$127,513
TOTAL	\$110,195	\$45,860	\$84,693	\$124,566	\$127,513

Business Systems Group – Procurement Operating Expenses

Procurement. The division of Procurement provides a full range of quality service through cooperative working realtionships, with internal and external customers alike, in fulfilling the City's requirement for administration of all duties associated with the acquisition of goods and services, disposal of City owned surplus property, mail services and administration of City Hall copier services

	Actual 98/99	Adopted* 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	6	4	4	3	3
Personal Services	\$215,361	\$149,993	\$149,993	\$100,983	\$100,609
Employee Benefits	0	45,279	45,279	32,224	32,125
Supplies & Materials	8,908	4,575	5,751	7,375	8,831
Gasoline/Diesel Fuel	(1,272)	0	0	0	0
Internal Service Charges	8,404	2,800	2,939	2,850	2,850
Equipment Replacement/Additions	13,899	2,800	10,192	0	0
Utilities	2,700	2,500	2,500	2,500	2,500
Contractual Services	33,686	11,376	21,729	6,875	6,875
Training & Meetings	12,039	5,100	5,100	5,634	5,634
Miscellaneous Expenses	1,095	525	625	525	525
TOTAL CITY COST	\$294,820	\$224,948	\$244,108	\$158,966	\$159,949
ACTIVITY COST					
Procurement Operations	\$294,820	\$224,948	\$244,108	\$158,966	\$159,949
TOTAL	\$294,820	\$224,948	\$244,108	\$158,966	\$159,949

^{*}Amounts reflect transfers due to organizational structure changes, formerly combined with the Budget Office.

Business Systems Group- Accounting Operating Expenses

Accounting. The Accounting Division administers an accounting system composed of various funds, the largest of which is the General Fund. This division financially administers and accounts for Federal and/or State funded projects, manages the City debt portfolio, performs cash management/investment activities, has responsiblity for the City's annual independent audit, maintains the general fixed asset system, payrolls for municipal personnel, operates an accounts payable system, and operates a miscellaneous accounts receivable system.

	Actual	Adopted	Amended	Proposed	Adopted
-	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	18	17	17	16	16
Personal Services	\$543,355	\$635,964	\$635,964	\$602,587	\$609,864
Employee Benefits	0	189,295	189,295	183,462	183,600
Supplies & Materials	13,170	19,072	20,490	14,417	27,042
Equipment Operation & Maintenance	584	0	0	0	0
Internal Service Charges	6,379	7,100	7,100	5,242	5,242
Equipment Replacement/Additions	12,411	195	43,568	199	199
Utilities	4,737	4,500	4,500	3,590	3,590
Building/Grounds Maintenance	10	0	0	0	0
Contractual Services	22,969	3,000	3,160	0	0
Training & Meetings	3,948	14,500	14,500	9,400	9,400
Miscellaneous Expenses	3,091	2,500	2,500	550	550
TOTAL	\$610,654	\$876,126	\$921,077	\$819,447	\$839,487
ACTIVITY COST					
Process Payroll	97,705	140,180	147,372	131,112	134,318
Process Vendor Payments	134,344	192,748	202,637	180,278	184,687
Provide Financial Acct/Reporting	341,966	490,631	515,803	458,890	470,113
Provide Mgmt/Admin Support	36,639	52,568	55,265	49,167	50,369
TOTAL	\$ 610,654	\$ 876,126	\$ 921,077	\$ 819,447	\$ 839,487

Business Systems Group – Billings and Collections Operating Expenses

Billings and Collections. This program includes processing and recording payments for real estate tax bills (multiple installments), personal property bills, City business licenses, dog licenses and tags, issuance of City vehicles licenses either over the counter or by return mail, monthly water and sewage bills, amusement, lodging and meal tax remittances, and parking ticket violations. Billings and Collections is responsible for providing, on a monthly basis, water and sewage bills to the City's municipal customers. This division is responsible for receiving applications for new water and sewer service as well as service disconnections for delinquent accounts.

definquent decounts.	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	22	22	22	23	23
Personal Services	\$546,693	\$570,190	\$570,190	\$587,097	\$597,581
Employee Benefits	0	190,248	190,248	195,632	198,501
Supplies & Materials	153,720	192,434	199,434	186,579	186,579
Internal Service Charges	119,397	122,962	122,962	122,962	122,962
Equipment Replacement/Additions	38,841	0	0	0	0
Rentals & Leases	9,058	228	228	228	228
Utilities	4,418	5,773	5,773	5,773	5,773
Building/Grounds Maintenance	2,648	0	-11	0	0
Contractual Services	82,161	73,793	73,793	56,304	56,304
Training & Meetings	4,771	7,925	7,925	5,325	5,325
Miscellaneous Expenses	6,302	2,750	2,750	2,750	2,750
TOTAL	\$968,009	\$1,166,303	\$ 1,173,292	\$ 1,162,650	\$ 1,176,003
ACTIVITY COST					
Process Bills	\$435,604	\$524,836	\$527,981	\$523,193	\$529,201
Collect Bills	435,604	524,836	527,981	523,193	529,201
Provide Mgmt/Admin Support	96,801	116,630	117,329	116,265	117,600
TOTAL	\$968,009	\$1,166,303	\$1,173,292	\$1,162,650	\$1,176,003

Business Systems Group - Fiscal Planning & Policy Development Operating Expenses

Fiscal planning and policy development. Governments and businesses alike must develop strategic financial plans and policy. This group does long term financial planning for all major City financial activities and funds. It also helps to develop fiscal policies that guide how the City collects and spends money. The group works with bond rating agencies to maintain the City's AA rating. A high bond rating means lower interest payments on City bonds, and helps to attract industries to the City.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)		1	1	1	1
Personal Services	\$0	\$73,710	\$73,710	\$73,710	\$73,710
Employee Benefits	0	21,389	21,389	21,279	21,279
Supplies & Materials	0	282	282	282	282
Internal Service Charges	0	400	400	400	400
Utilities	0	700	700	700	700
Training & Meetings	0	1,850	1,850	1,928	1,928
Miscellaneous Expenses	0	645	645	645	645
TOTAL	\$0	\$98,976	\$98,976	\$98,944	\$98,944
ACTIVITY COST					
Fiscal Planning	\$0	98,976	\$ 98,976	\$ 98,944	\$ 98,944
TOTAL	\$0	\$98,976	\$98,976	\$98,944	\$98,944

Community Planning and Development Department – Planning Operating Expenses

Planning Division. This division reviews and approves all site plans and subdivision plats. It makes recommendations to the City Council about re-zonings and conditional use permits. The staff serves as secretary to the Planning Commission and the Board of Historic and Architectural Review, and handles historic preservation issues. It is responsible for long-range planning and updating the City's comprehensive plan.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	8	8	8	8	8
Personal Services	\$ 277,114	\$ 298,201	\$ 330,547	\$ 295,110	\$ 295,110
Employee Benefits	0	93,981	104,635	92,725	92,721
Supplies and Materials	3,372	2,728	9,350	2,772	2,772
Internal Service Charges	3,767	2,861	2,861	2,861	2,861
Equipment Replacement/Additions	6,620	0	0	0	0
Rentals and Leases	0	627	627	627	627
Utilities	0	50	50	50	50
Contractual Services	12,514	4,110	214,628	4,110	4,110
Training and Meetings	9,409	2,850	3,850	3,000	3,000
Miscellaneous Expenses	2,404	1,450	1,450	1,550	1,550
TOTAL	\$ 315,200	\$ 406,858	\$ 667,998	\$ 402,805	\$ 402,801
Less Fees (Rezoning, CUP & misc.)	(24,445)	(28,000)	(38,430)	(28,000)	(28,000)
TOTAL CITY COST	\$ 290,755	\$ 378,858	\$ 629,568	\$ 374,805	\$ 374,801
ACTIVITY COST					
Provide Comm. Dev. (Neighborhood Srvs.)	\$57,051	\$73,641	\$120,908	\$72,908	\$72,907
Provide Community Planning	243,334	314,094	515,694	310,965	310,962
Provide Mgmt. & Admin. Supt.	14,814	19,122	31,396	18,932	18,932
TOTAL	\$ 315,200	\$ 406,858	\$ 667,998	\$ 402,805	\$ 402,801

Community Planning and Development – Director & Neighborhood Services Operating Expenses

Community Development Division. This division secures and administers funds from the U.S. Department of Housing and Urban Development for the Community Development Block Grant and HOME Programs, and from other federal and state agencies. It also administers the Enterprise Zone Program and coordinates the redevelopment efforts of the downtown/Riverfront area.

Neighborhood Services. The Community Development Division also helps neighborhood and civic groups to plan and implement projects that benefit the community. These initiatives include neighborhood planning and improvements, code enforcement for existing structures, and responding to environmental complaints.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	4	4	5	5	5
Personal Services	\$160,704	\$203,060	\$203,060	\$204,361	\$202,121
Employee Benefits	0	63,153	63,153	63,194	62,601
Supplies and Materials	4,663	1,914	1,914	2,117	4,999
Internal Service Charges	428	853	853	853	853
Utilities	7,587	3,000	3,000	3,000	3,000
Contractual Services	2,023	515	515	515	515
Training and Meetings	2,342	2,185	2,185	2,185	2,185
Miscellaneous Expenses	2,536	1,700	1,700	1,700	1,700
TOTAL	\$180,283	\$276,380	\$276,380	\$277,925	\$277,974
Less CDBG Administration Charges	(\$60,977)	(\$55,573)	(\$55,573)	(\$62,860)	(\$62,860)
Less Non-Categorical State Aid (Abandoned Vehicles)	0	0	0	(5,000)	(5,000)
TOTAL CITY COST	\$119,306	\$220,807	\$331,953	\$210,065	\$210,114
ACTVITY COST					
Provide Community Dev. (Neighborhood Srvs.)	\$109,071	\$167,210	\$167,210	\$168,145	\$168,174
Provide Community Planning	17,127	26,256	26,256	26,403	26,408
Provide Inspections	17,127	26,256	26,256	26,403	26,408
Provide Mgmt. & Admin. Supt.	36,958	56,658	56,658	56,975	56,985
TOTAL	\$180,283	\$276,380	\$276,380	\$277,925	\$277,974

Community Planning and Development – Inspections Operating Expenses

Inspections Division. This division reviews building and site plans for compliance with local and state building codes, and issues permits for new construction, alterations, additions, renovations, and demolitions within the City. The division assures compliance with the Zoning Ordinance, and enforces erosion and sediment controls and storm-water ordinances.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	13	13	13	13	14
Personal Services	\$ 400,120	\$ 430,133	\$ 430,133	\$ 436,980	\$ 471,980
Employee Benefits	0	131,393	131,393	132,867	143,955
Supplies and Materials	9,964	4,820	4,820	5,750	6,639
Equipment Operation & Maint	160	120	120	120	120
Gasoline/Diesel Fuel	1,641	1,575	1,575	2,000	2,000
Internal Service Charges	5,446	5,200	5,200	5,200	5,200
Equipment Replacement/Add	24,728	12,995	12,995	13,255	13,255
Utilities	5,937	3,200	3,200	3,700	3,700
Contractual Services	14,276	20,300	20,300	19,204	19,204
Training and Meetings	1,327	2,300	2,300	2,300	2,300
Miscellaneous Expenses	2,171	420	420	420	420
TOTAL	\$ 465,770	\$ 612,456	\$ 612,456	\$ 621,796	\$ 668,773
Less Permits and Fees	(450,757)	(365,900)	(365,900)	(336,200)	(336,200)
Less CDBG Administration Charges	(118,366)	(107,878)	(107,878)	(127,500)	(127,500)
TOTAL CITY COST	\$(103,353)	\$ 138,678	\$ 138,678	\$ 158,096	\$ 205,073
ACTIVITY COST					
Provide Inspections	\$465,770	\$612,456	\$612,456	\$621,796	\$668,773
•					
TOTAL	\$ 465,770	\$ 612,456	\$ 612,456	\$ 621,796	\$ 668,773

Community Safety Department – Police Department Operating Expenses

Police Department. The City of Lynchburg Police Department preserves the peace and maintains order in the community by preventing crime and protecting people and property; investigating criminal activity and apprehending criminals; and promoting traffic safety. The department works cooperatively to educate community partners and solve neighborhood problems, fosters positive relationships within the community, and promotes neighborhood self-sufficiency. Department units include the Bureaus of Field Operations and Administration and Investigation, and the Emergency Communications Center. The department follows a community policing operation strategy to accomplish its mission. The department also offers community service and educational initiatives such as environmental restoration, crime prevention and personal safety programs, DARE and school resource officer programs, and the Citizen's Police Academy.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	167	167	167	178	178
Personal Services	\$5,868,528	\$6,320,072	\$6,320,072	\$6,189,594	\$6,257,800
Employee Benefits	0	1,941,668	1,941,668	1,879,676	1,931,287
Clothing Allowance	16,890	19,800	19,800	19,800	19,800
Supplies and Materials	238,738	287,922	287,922	336,548	338,289
Gas/Diesel Fuel	91,539	83,820	83,820	83,550	83,550
Internal Service Charges	80,943	89,175	89,175	88,000	88,000
Equipment Replacement/Additions	345,340	17,800	47,800	15,400	15,400
Rentals and Leases	27,541	35,840	35,840	30,840	30,840
Utilities	55,884	62,694	62,694	55,940	55,940
Buildings and Grounds Maintenance	4,837	3,275	3,275	4,000	4,000
Contractual Services	195,700	248,543	246,143	246,220	246,220
Training and Meetings	37,283	36,000	36,000	50,190	50,190
Miscellaneous Expenses	15,288	210,913	146,287	27,044	27,044
TOTAL	\$6,978,511	\$9,357,522	\$9,320,496	\$9,026,802	\$9,148,360
Less Charges for Services	(112,875)	(116,447)	(158,321)	(177,707)	(177,707)
TOTAL CITY COST	\$6,865,636	\$9,241,075	\$9,162,175	\$8,849,095	\$8,970,653
ACTIVITY COST					
Perform Field Operations	\$2,700,684	\$3,621,361	\$3,607,032	\$3,493,372	\$3 540 415
Perform Investigations	1,374,767	1,843,432	1,836,138	1,778,280	1,802,227
Perform Crime Prevention Services	586,195	786,032	782,922	758,251	768,462
Provide Auxiliary & Technical Services	251,226	336,871	335,538	324,965	329,341
Org. & Supt.Neighborhood Crime Control Resources	62,807	84,218	83,884	81,241	82,335
Provide Technology	258,205	346,228	344,858	333,992	338,489
Maintain Police & Emerg. Equip.other than vehicles	111,656	149,720	149,128	144,429	146,374
Provide Training	432,668	580,166	577,871	559,662	567,198
Perform Law Enforcement Projects	146,549	196,508	195,730	189,563	192,116
Perform Partnership/Multi-Jurisdictional Requiremts.	111,656	149,720	149,128	144,429	146,374
Perform Management & Administrative Support	942,099	1,263,265	1,258,267	1,218,618	1,235,029
TOTAL	\$6,978,511	\$9,357,522	\$9,320,496	\$9,026,802	\$9,148,360

Community Safety Department – Animal Warden Operating Expenses

Animal Warden. The program encompasses the services of three full-time animal wardens and the operations of two animal control vehicles. The animal wardens are responsible for animal control enforcement for the entire City. They perform regular patrols on all streets and highways within the City limits.

	Actual Adopted A	Amended	Proposed	Adopted	
	97/98	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	3	3
Personal Services	\$86,031	\$91,698	\$91,698	\$98,438	\$98,438
Employee Benefits		25,869	25,869	27,474	27,507
Supplies and Materials	941	3,199	3,199	3,486	3,486
Gas/Diesel Fuel	2,333	2,685	2,685	2,685	2,685
Internal Service Charges	2,434	2,800	2,800	2,800	2,800
Equipment Replacement/Additions	0	23,000	23,000	0	0
Utilities	581	264	264	180	180
Contractual Services	10,269	11,640	11,640	11,640	11,640
Training and Meetings	0	800	800	800	800
TOTAL	\$102,589	\$161,955	\$161,955	\$147,503	\$147,536

ACTIVITY COST

Provide Animal Control Services	\$102,589	\$161,955	\$161,955	\$147,503	\$147,536
TOTAL	\$102,589	\$161,955	\$161,955	\$147,503	\$147,536

Community Safety Department – Emergency Communications Operating Expenses

Emergency Communications. This center handles radio communications, police, fire, and ambulance services, including daily operation of the E-911 system. Revenues for this fund come from a tax on telephone service; expenses include new equipment and technology. The City Police Department manages and operates the center.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	26	27	27	30	30
Personal Services	\$813,311	\$797,078	\$807,508	\$854,759	\$855,514
Employee Benefits	0	258,801	258,801	279,751	279,949
Supplies and Materials	20,423	19,878	19,878	19,878	20,746
Equip., Operation & Maintenance	40	0	0	0	0
Gas/Diesel Fuel	440	500	500	600	600
Internal Service Charges	2,658	0	0	0	0
Equipment Replacement/Additions	15	0	0	0	0
Utilities	183	0	0	0	0
Contractual Services	4,917	3,725	3,725	3,989	3,989
Training and Meetings	4,320	12,200	12,200	12,600	12,600
Miscellaneous Expenses	1,523	2,405	2,405	2,405	2,405
TOTAL	\$847,830	\$1,094,587	\$1,105,017	\$1,173,982	\$1,175,803
Plus E-911 Fund Expenditures	1,615,025	1,788,543	1,819,284	1,287,911	1,287,911
TOTAL	\$2,462,855	\$2,883,130	\$2,924,301	\$2,461,893	\$2,463,714
Less E-911 Fund Telephone Tax	(991,440)	(1,008,000)	(1,008,000)	(1,080,000)	(1,080,000)
Less E-911 Interest Earnings	(66,000)	(30,000)	(30,000)	(40,000)	(40,000)
TOTAL CITY COST	\$1,405,415	\$1,845,130	\$1,886,301	\$1,341,893	\$1,343,714
ACTIVITY COST					
Provide Auxiliary & Technical Srvs.	\$22,166	\$25,948	\$26,319	\$22,157	\$22,173
Operate Emerg. Comm. Center/E-911	2,209,181	2,586,168	2,623,098	2,208,318	2,209,951
Provide Training	209,343	245,066	248,566	209,261	209,416
Perform Law Enforcement Projects	22,166	25,948	26,319	22,157	22,173
TOTAL	\$2,462,855	\$2,883,130	\$2,924,301	\$2,461,893	\$2,463,714

Community Safety Department – Fire Department Operating Expenses

Fire Department. Lynchburg's Fire Department provides fire, medical and other emergency and non-emergency services for the City. It has eight fire stations and one Public Safety Office at the regional airport, and operates 30 fire and EMS vehicles. Services Include:

- Fire prevention through inspections, arson investigations, and public fire safety education.
- Fire suppression.
- Emergency medical services, including Basic Life Support (BLS), Advanced Life Support (ALS), and ambulance transport.
- Technical rescue response, including confined-space, trench, collapse, and high-angle rescue.
- Other emergency and non-emergency services, such as hazardous materials incident response.
- Community services, including public school and neighborhood programs.
- Ambulance billing and collection services for clients and third party providers such as Medicare and Medicaid.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					-
Personnel (FTE)	183	183	186	185	185
Personal Services	\$6,920,429	\$7,278,143	\$7,414,953	\$7,337,561	\$7,380,421
Employee Benefits	0	2,247,651	2,247,651	2,245,711	2,260,299
Supplies and Materials	258,948	160,010	166,655	188,010	188,010
Gas/Diesel Fuel	23,240	20,934	20,934	36,485	36,485
Internal Service Charges	1,761	0	0	0	0
Equipment Replacement/Additions	38,206	0	28,400	0	0
Rentals and Leases	6,714	6,804	6,804	7,114	7,114
Utilities & Natural Gas	114,737	115,800	115,800	111,700	111,700
Buildings and Grounds Maintenance	21,195	27,000	27,000	27,000	27,000
Contractual Services	92,872	17,419	47,419	47,781	47,781
Training and Meetings	20,378	21,500	21,500	21,500	21,500
Miscellaneous Expenses	2,709	72,800	2,800	2,500	2,500
TOTAL	\$7,501,189	\$9,968,061	\$10,099,916	\$10,025,362	\$10,082,810
Less Charges for Services	(804,236)	(703,150)	(750,000)	(900,000)	(900,000)
Less Federal and State Grants	(6,400)	(6,400)	(6,400)	(6,400)	(6,400)
TOTAL CITY COST	\$6,690,553	\$9,258,511	\$9,343,516	\$9,118,962	\$9,176,410
ACTIVITY COST					
Respond to Emergencies	\$5,948,443	\$7,904,672	\$8,009,233	\$7,950,112	\$7,995,668
Respond to Aviation Alerts & Fire Emergencies	217,534	289,074	292,898	290,735	292,401
Respond to Non-Emergencies	67,511	89,713	90,899	90,228	90,745
Perform Fire Prevention & Investigations	172,527	229,265	232,298	230,583	231,905
Maintain Fire, Medic Unit & other Emerg. Vehicles	202,532	269,138	272,698	270,685	272,236
Maintain Buildings, Grounds, & Equip.	232,537	309,010	313,097	310,786	312,567
Provide Training	52,508	69,776	70,699	70,178	70,580
Perform Ambulance Trans./ Billings & Collections	82,513	109,649	111,099	110,279	110,911
Perform Management & Administrative Support	525,083	697,764	706,994	701,775	705,797
TOTAL	\$ 7,501,189	\$ 9,968,061	\$ 10,099,916	\$ 10,025,362	\$ 10,082,810

Economic Development – Director and LIDA Operating Expenses

Economic Development Director. The Director's Office promotes the City to organizations that want to find new locations for or expand their operations. The responsibilities of the Director's Office include preparing or making presentations, distributing printed information, hosting business representatives who visit Lynchburg, and designing development programs. The Office offers technical assistance and information to local businesses, by calling on them or by responding to their requests for help, and administers incentive programs for local businesses. The Office also helps in developing industrial sites/parks, securing project financing, and obtaining federal and state grants.

Lynchburg Industrial Development Authority (LIDA). The Economic Development Office staffs the LIDA, which develops industrial parks and buildings within the City and is responsible for Lynchburg's incentive program.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY	90/99	99/00	99/00	00/01	00/01
Personnel (FTE)	5	5	5	5	5
Personal Services	\$231,435	\$234,045	\$232,321	\$231,154	\$231,154
Employee Benefits	0	67,449	65,716	67,440	67,440
Supplies and Materials	8,330	8,000	10,000	10,000	10,000
Gasoline/Diesel Fuel	200	250	250	250	250
Internal Service Charges	237	500	500	500	500
Equipment Replacement/Additions	18,340	3,000	10,000	0	0
Rentals and Leases	32,325	37,384	34,000	32,300	32,300
Utilities	6,568	6,000	6,000	6,000	6,000
Buildings and Grounds Maintenance	0	500	500	500	500
Contractual Services	23,595	32,500	32,500	25,500	25,500
Training and Meetings	2,509	10,000	10,000	22,000	22,000
Miscellaneous Expenses	32,737	52,850	51,334	42,695	42,695
TOTAL CITY COST	\$356,276	\$452,478	\$453,121	\$438,339	\$438,339
ACTIVITY COST					
Recruit Industry to the City	\$26,008	\$33,031	\$33,078	\$31,999	\$31,999
Assist Existing Industry & Employers	97,263	123,526	123,702	119,666	119,666
Stimulate Resources for Development	51,660	65,609	65,703	63,559	63,559
Support Region 2000	105,814	134,386	134,577	130,187	130,187
Support Kemper Street Development	25,296	32,126	32,172	31,122	31,122
Provide Management & Admin. Support					
to Economic Development and Airport	50,235	63,799	63,890	61,806	61,806
TOTAL	\$356,276	\$452,478	\$453,121	\$438,339	\$438,339

General Government Group - City Council Operating Expenses

City Council. The Council is the City's chief legislative body elected to accomplish City Charter-prescribed responsibilities, i.e., formulate municipal policy, allocate funds to provide desired services, programs, facilities, review/adopt the annual budget and capital improvements program, and communicate citizen service requests. The City Council appoints the City Manager, City Attorney, and Clerk of Council.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY Personnel (FTE)					
Personal Services	\$32,400	\$32,400	\$32,400	\$32,400	\$32,400
Employee Benefits	0	2,479	2,479	2,479	2,479
Supplies & Materials	4,761	2,236	2,236	2,236	2,236
Internal Service Charges	0	4,826	4,826	4,826	4,826
Equipment Replacement/Additions	11,119	0	0	0	0
Utilities	2,960	4,095	4,140	4,095	4,095
Contractual Services	14,908	4,850	4,850	4,850	4,850
Training & Meetings	22,909	12,750	12,750	12,750	15,750
Miscellaneous Expenses	41,599	34,240	34,240	35,490	35,490
TOTAL	\$ 130,656	\$ 97,876	\$ 97,921	\$ 99,126	\$ 102,126
ACTIVITY COST					
City Council	\$130,656	\$97,876	\$97,921	\$99,126	\$102,126
TOTAL	\$130,656	\$97,876	\$97,921	\$99,126	\$102,126

General Government Group – Clerk of Council Operating Expenses

Clerk of Council. The Clerk is appointed by City Council to maintain and preserve the official records of City Council proceedings, coordinate meetings and activities for Council, and notify the public of Council sessions and actions.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	2	3	3	3	3
Personal Services	\$71,318	\$108,836	\$108,836	\$108,618	\$108,618
Employee Benefits	0	34,452	34,452	34,231	34,231
Supplies & Materials	2,780	2,107	2,107	2,437	2,437
Internal Service Charges	4,679	2,636	2,636	2,636	2,636
Equipment Replacement/Additions	2,840	0	0	0	0
Utilities	0	0	0	1,597	1,597
Contractual Services	0	5,775	5,775	5,775	5,775
Training & Meetings	2,331	4,250	4,250	4,150	4,150
Miscellaneous Expenses	395	325	325	425	425
TOTAL CITY COST	\$ 84,343	\$ 158,381	\$ 158,381	\$ 159,869	\$ 159,869
ACTIVITY COST					
City Council	\$84,343	\$158,381	\$158,381	\$159,869	\$159,869
TOTAL	\$84,343	\$158,381	\$158,381	\$159,869	\$159,869

General Government Group – City Manager Operating Expenses

City Manager. The City Manager is the City's chief executive officer, who studies and proposes solutions for community needs and program; interprets City Council actions for operating departments, outside organizations, and citizens; and provides leadership in executing Council policies. The City Manager appoints department directors, administers the City government, executes contracts on behalf of the City, prepares the annual budget, and reports to City Council on the City's financial condition.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	5	5	5	4	4
Personal Services	\$351,965	\$309,812	\$382,086	\$252,741	\$256,256
Employee Benefits	0	91,400	91,400	74,035	74,959
Supplies & Materials	6,327	6,018	6,018	6,018	8,912
Internal Service Charges	3,681	4,326	4,326	4,326	4,326
Equipment Replacement/Additions	4,267	0	8,094	0	0
Utilities	3,614	3,795	3,795	3,795	3,795
Contractual Services	24,603	15,525	15,441	15,525	15,525
Training & Meetings	8,058	7,850	7,850	7,850	7,850
Miscellaneous Expenses	16,769	14,676	14,676	14,676	14,676
TOTAL CITY COST	\$419,284	\$453,402	\$533,686	\$378,966	\$386,299
ACTIVITY COST					
City Manager's Office	\$419,284	\$453,402	\$533,686	\$378,966	\$386,299
TOTAL	\$419,284	\$453,402	\$533,686	\$378,966	\$386,299

General Government Group – City Attorney Operating Expenses

City Attorney. The City Attorney's Office provides legal services to City Council, the City manager, City departments and agencies and the Lynchburg School Board. Services include rendering formal and informal opinions; recommending appropriate legal changes in the City Code, regulations and policies; advising of changes in law which affect the City; drafting ordinances, resolutions, Charter revisions, proposed legislation, contracts, deeds, leases and other legal documents; handling real estate matters, including necessary title examinations, negotiations and closings; prosecuting and defending lawsuits on behalf of the City; supervising the City's Risk Management activities and the Self-Insurance Plan; acting as a liaison with area members of the General Assembly; reviewing bills which concern the City; and helping coordinate the activities of the City before the General Assembly.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	4.85	5.85	5.85	6.85	6.85
Personal Services	\$244,291	\$263,330	\$263,330	\$305,474	\$305,474
Employee Benefits		80,702	80,702	93,280	93,281
Supplies & Materials	16,589	13,442	13,442	17,807	18,128
Internal Service Charges	1,415	2,685	2,685	3,610	3,610
Equipment Replacement/Additions	303	250	250	0	0
Utilities	2,513	2,822	2,822	3,522	3,522
Contractual Services	10,111	3,350	3,350	3,350	3,350
Training & Meetings	5,460	5,679	5,679	8,369	8,369
Miscellaneous Expenses	3,775	3,303	26,408	3,303	3,303
TOTAL	\$284,457	\$ 375,563	\$ 398,668	\$ 438,715	\$ 439,037
ACTIVITY COST					
City Attorney's Office	\$284,457	\$375,563	\$398,668	\$438,715	\$439,037
TOTAL	\$284,457	\$375,563	\$398,668	\$438,715	\$439,037

General Government Group – Legislative Liaison Operating Expenses

Legislative Liaison. Assist the City Council, City Manager and Administration in developing the City's Legislative Agenda. Work with Lynchburg regional legislators, legislators from other regions, administration officials and state agencies to promote Lynchburg's legislative positions and budget priorities. Work with local government associations and other organizations to further key Lynchburg positions. Monitor, track, inform and promote Lynchburg's legislative agenda during the General Assembly. Report to Council and Administration on General Assembly actions and key interim studies.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$0	\$0	\$0	\$0	\$0
Employee Benefits	0	0	0	0	0
Supplies & Materials	757	3,800	3,800	3,800	3,800
Internal Service Charges	561	4,300	4,300	4,300	4,300
Equipment Replacement/Additions	0	0	0	0	0
Rentals & Leases	0	1,500	1,500	1,500	1,500
Utilities	0	1,783	1,783	1,783	1,783
Contractual Services	47,250	45,900	45,900	45,900	45,900
Training & Meetings	830	4,172	4,172	4,172	4,172
Miscellaneous Expenses	16,660	4,025	4,025	5,335	5,335
TOTAL	\$66,058	\$65,480	\$65,480	\$66,790	\$66,790
ACTIVITY COST					
Legislative Liaison Office	\$66,058	\$65,480	\$65,480	\$66,790	\$66,790
TOTAL	\$66,058	\$65,480	\$65,480	\$66,790	\$66,790

General Government Group – Internal Auditor Operating Expenses

Internal Auditor. The Auditor provides an independent cost evaluation of City programs and functions, as directed by the City Council and the City Manager, and audits or evaluates City finances, policy, and operations.

	Actual	_	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	3	3
Personal Services	\$123,006	\$128,960	\$128,960	\$128,191	\$122,866
Employee Benefits	0	39,776	39,776	39,381	37,980
Supplies & Materials	1,414	2,515	2,515	2,065	2,065
Internal Service Charges	349	1,650	1,650	783	783
Equipment Replacement/Additions	1,500	0	0	0	0
Utilities	916	1,515	1,515	1,045	1,045
Contractual Services	729	1,100	1,100	1,122	1,122
Training & Meetings	3,933	6,500	6,500	7,030	7,030
Miscellaneous Expenses	1,140	3,784	3,784	2,360	2,360
TOTAL CITY COST	\$132,987	\$185,800	\$185,800	\$181,977	\$175,251
ACTIVITY COST					
Internal Audit Office	\$132,987	\$185,800	\$185,800	\$181,977	\$175,251
TOTAL	\$132,987	\$185,800	\$185,800	\$181,977	\$175,251

Human Services Department – Human Services Admin./Office of Director Operating Expenses

The Human Services Department includes the City's Social Services, Juvenile Services, Libraries and Museums, and the Parks and Recreation Programs that provide services to the citizens of Lynchburg. The department's governing objective is to provide an environment that enables the community and the individual to develop to their fullest potential.

Administration/Office of the Director. This group oversees the work of the Human Services Department and provides administrative oversight to operations.

_	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	3	3
Personal Services	\$134,665	\$139,490	\$141,490	\$138,132	\$146,099
Employee Benefits	40,492	42,988	42,988	41,996	44,093
Supplies and Materials	574	1,000	1,000	1,000	1,000
Internal Service Charges	0	400	400	400	400
Equipment Replacement/Additions	445	0	0	0	0
Rentals and Leases	5,703	200	200	200	200
Utilities	1,458	1,125	1,125	1,125	1,125
Contractual Services	1,435	2,560	28,125	2,560	2,560
Training and Meetings	4,254	2,845	2,845	2,845	2,845
Miscellaneous Expenses	349	450	450	450	450
TOTAL	\$189,375	\$191,058	\$218,623	\$188,708	\$198,772
ACTIVITY COST					
Provide Management and Administrative					
Support to Human Services	\$ 189,375	\$ 191,058	\$ 218,623	\$ 188,708	\$ 198,772
TOTAL =	\$ 189,375	\$ 191,058	\$ 218,623	\$ 188,708	\$ 198,772

Human Services Department – Parks and Recreation Operating Expenses

Parks and Recreation Division. The Division of Parks and Recreation develops, administers and manages recreational programs and park facilities, which enable citizens to enjoy leisure and recreational opportunities and activities. Organized recreational programs include the arts, athletics, recreation centers, senior adults, naturalist programming and aquatics. Classes and activities include dance, ceramics, painting, Follysticks Theatre, youth and adult basketball, youth football, adult volleyball, softball, swimming classes, supervision of eight community centers, outdoor education classes, supervision of the Nature Zone and a full offering of activities for senior adults. Parks and Recreation is responsible for park and facility development and works in conjunction with Buildings and Grounds, Public Works Department to manage the maintenance of parks and community centers. The parks, comprised of 810 acres, offer citizens the opportunity to participate in organized athletic activities and non-organized leisure activities, such as hiking, biking, swimming, picnicking, tennis, horseshoes, basketball and play on the numerous playgrounds

tennis, norsesnoes, basketban and play on the h	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY	90/99	99/00	99/00	00/01	00/01
Personnel (FTE)	33.08	33.08	34.69	35.63	35.62
Personal Services	\$874,098	\$991,021	\$990,944	\$1,013,564	\$1,009,255
Employee Benefits	0	233,224	233,224	237,796	246,362
Supplies and Materials	59,546	59,146	59,146	74,773	75,205
Gas/Diesel Fuel	1,590	3,000	3,000	3,000	3,000
Internal Service Charges	5,028	4,700	4,700	4,650	4,650
Equipment Replacement/Additions	97,408	12,370	12,370	12,967	12,967
Rentals and Leases	9,817	15,084	15,084	15,084	15,084
Utilities	5,699	4,720	4,720	7,320	7,320
Contractual Services	87,057	111,046	112,099	87,899	63,936
Training and Meetings	4,247	9,600	9,600	7,600	11,200
Miscellaneous Expenses	17,002	41,283	43,283	17,478	20,658
TOTAL GENERAL FUND	\$1,161,492	\$1,485,194	\$1,488,170	\$1,482,131	\$1,469,637
Plus Recreation Programs Fund Expenditures	260,400	260,400	260,400	264,752	264,752
TOTAL	\$1,421,892	\$1,745,594	\$1,748,570	\$1,746,883	\$1,734,389
Less Rentals - Stadium and Concessions	(17,000)				
Less Rec. Programs Fund Charges for Services	(241,000)				
TOTAL CITY COST	\$1,163,892	\$1,509,994	\$1,512,970	\$1,515,108	\$1,502,614
TOTAL CITT COST	\$1,103,692	\$1,309,994	\$1,312,970	\$1,313,106	\$1,302,014
ACTIVITY COST					
Provide Athletic Programs	\$181,193	\$231,690	\$232,155	\$235,659	\$233,672
Provide Art Program	119,634	152,975	153,282	179,338	177,826
Provide Senior Adult Program	177,708	227,235	227,690	226,766	224,854
Provide Community Center Program	261,336	334,169	334,838	385,354	382,106
Provide Naturalist/Outdoor Adventure Program	67,367	86,141	86,314	115,606	114,632
Perform Management & Administrative Support	119,634	152,975	153,282	302,355	299,806
Provide Business Services/Special Events	0	0	0	37,053	36,741
TOTAL	\$926,871	\$1,185,185	\$1,187,560	\$1,482,131	\$1,469,637
·					

Human Services Department - City Armory/Community Market Operating Expenses

City Armory/Community Market. . The Community Market, a focal point for downtown activities, is also managed within the Parks and Recreation Division

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	3	3
Personal Services	\$151,310	\$136,022	\$136,022	\$132,584	\$133,511
Employee Benefits	0	30,243	30,243	29,270	29,947
Supplies and Materials	38,904	21,700	21,700	12,900	15,784
Internal Service Charges	1,624	1,700	1,700	1,000	1,000
Equipment Replacement/Additions	7,100	1,000	2,765	1,000	1,000
Rentals and Leases	1,282	2,000	2,000	2,000	2,000
Utilities & Natural Gas	53,418	55,451	55,451	55,451	55,451
Buildings & Grounds	9,720	21,500	21,500	21,500	21,500
Contractual Services	52,983	43,564	44,964	44,264	44,264
Training and Meetings	652	1,000	1,000	1,000	1,000
Miscellaneous Expenses	288	790	790	790	790
TOTAL	\$317,281	\$314,970	\$318,135	\$301,759	\$306,247
Less Property Rental - Market/Parks	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
TOTAL CITY COST	\$237,281	\$234,970	\$238,135	\$221,759	\$226,247
ACTIVITY COST					
Manage/Operate Community Market & Armory	\$317,281	\$314,970	\$318,135	\$301,759	\$306,247
TOTAL	\$317,281	\$314,970	\$318,135	\$301,759	\$306,247

Human Services Department – Swimming Pool Operating Expenses

Swimming Pool. This program offers comprehensive summer squatics activities to thousand of citizens annually. This includes supervising, programming and maintaining an 8-lane olympic pool. Programs include swimming instruction, swim meets and operation of a concession.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$53,839	\$52,593	\$52,593	\$52,593	\$61,157
Employee Benefits	0	4,023	4,023	4,023	4,678
Supplies and Materials	12,695	13,625	13,625	13,924	13,924
Gas/Diesel Fuel	58	0	0	0	0
Internal Service Charges	58	100	100	0	0
Equipment Replacement/Additions	1,341	0	0	0	0
Rentals and Leases	0	0	0	0	0
Utilities	19,039	14,198	14,198	14,198	14,198
Buildings and Grounds Maintenance	2,856	3,397	2,102	3,397	3,397
Contractual Services	80	0	0	0	0
Training and Meetings	0	0	0	0	0
Miscellaneous Expenses	0	200	200	200	200
TOTAL GENERAL FUND	89,966	88,136	86,841	88,335	97,554
Less Charges for Services-Swimming Pool Fees	(38,000)	(38,000)	(38,000)	(35,000)	(35,000)
TOTAL CITY COST	\$51,966	\$50,136	\$48,841	\$53,335	\$62,554
ACTIVITY COST					
Provide Aquatics Programs	\$89,966	\$88,136	\$86,841	\$88,335	\$97,554
TOTAL	\$89,966	\$88,136	\$86,841	\$88,335	\$97,554

Human Services Department – Libraries Operating Expenses

Libraries: The Lynchburg Public Library provides service from two locations, the Main Library on Memorial Avenue and the Downtown Branch and Public Law Library in City Hall. The book, video, audio and magazine collections number over 150,000 items, which circulated 460,000 times in FY 98-99. Electronic resources, accessible at both libraries and through the Library's Web Site, were accessed 7,000 times in FY 98-99. Public access to the Internet is available. The Summer Reading Programs, story times and programming at all public elementary school reached over 14,000 children. A book delivery service is provided to 16 senior center locations. The Public Law Library is discussed in more detail in the Other Funds section of this budget.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	25.06	27.81	29.71	29.96	32.34
Personal Services	\$739,357	\$772,527	\$770,527	\$759,145	\$774,029
Employee Benefits	0	202,396	202,396	205,513	208,294
Supplies and Materials	198,613	203,250	222,361	216,363	227,392
Internal Service Charges	0	50	50	0	0
Equipment Replacement/Additions	20,127	12,500	12,500	3,000	3,000
Rentals and Leases	20,457	21,650	22,750	31,250	31,250
Utilities	7,056	7,000	7,000	7,100	7,100
Buildings and Grounds Maintenance	632	750	750	750	750
Contractual Services	67,501	71,550	70,865	70,925	70,925
Training and Meetings	3,685	3,500	3,500	4,000	4,000
Miscellaneous Expenses	829	1,450	1,450	1,100	1,100
TOTAL	\$1,058,257	\$1,296,623	\$1,314,149	\$1,299,146	\$1,327,840
Plus Law Library Fund Expenditures	48,796	60,000	33,850	33,850	33,850
TOTAL	\$1,107,053	\$1,356,623	\$1,347,999	\$1,332,996	\$1,361,690
Less Library Fines and Fees	(\$80,189)	(\$76,000)	(\$76,000)	(\$76,000)	(\$76,000)
Less General Fund Revenue from the Commonwealth	(217,974)	(217,974)	(230,762)	(230,762)	(230,762)
Less Transfer from Law Library	(26,150)	(26,150)	(26,150)	(26,150)	(26,150)
Less Law Library Charges for Services	(65,970)	(60,000)	(60,000)	(60,000)	(60,000)
TOTAL CITY COST	\$716,770	\$976,499	\$955,087	\$940,084	\$968,778
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ACTIVITY COST					
Provide Adult Services	\$286,920	\$363,575	\$331,575	\$308,542	\$315,184
Provide Youth Services	194,506	272,681	230,969	235,490	240,560
Provide Circulation Services	187,132	244,192	224,852	234,925	239,982
Provide BRANCH Library Services	70,249	80,041	83,446	84,537	86,356
Provide Public Law Library Services	48,796	18,993	33,850	33,614	34,338
Provide Technical Services	96,007	105,817	136,059	129,699	132,491
Perform Management & Admin. Support	223,443	271,325	307,249	306,190	312,781
TOTAL	\$1,107,053	\$1,356,623	\$1,347,999	\$1,332,996	\$1,361,690

Human Services Department – Museums Operating Expenses

Museums. The Lynchburg Museum System was established in 1976 to inform the public about the history of Lynchburg and the surrounding region. It collects and preserves the tangible evidence of that history and provides public programs, exhibits and special events at the Lynchburg Museum, located in the Old Court House, at the Lynchburg Community Market, the Lynchburg Regional Airport and at Point of Honor. Additional information on the Museum System Fund is found in the Other Funds section of this book.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY		77100	77100	00/01	
Personnel (FTE)	5.25	5.25	7.2	7.4	7.4
Personal Services	174,204	186,683	186,683	185,225	180,342
Employee Benefits	1,630	40,099	40,099	39,446	38,261
Supplies and Materials	2,960	3,456	9,841	5,242	6,967
Gasoline/Diesel Fuel	32	200	200	0	0
Internal Service Charges	300	1,000	1,000	700	700
Equipment Replacement/Additions	220	500	500	500	500
Utilities	8,039	9,800	9,800	9,550	9,550
Buildings and Grounds Maintenance	213	1,000	748	1,500	1,500
Contractual Services	5,261	6,800	6,800	6,800	6,800
Training and Meetings	821	1,000	1,000	1,000	1,000
Miscellaneous Expenses	1,150	875	875	950	950
TOTAL	194,830	251,413	257,546	250,913	246,570
Less General Fund Revenue-Transfers	(72,457)	(39,077)	(39,077)	(55,241)	(55,241)
Less Museum System Fund Charges for Services	(16,154)	(15,000)	(15,000)	(15,000)	(15,000)
Less Museum System Fund Misc. Revenue	(23,677)	(21,500)	(21,500)	(21,500)	(21,500)
TOTAL CITY COST	(\$112,288)	(\$75,577)	(\$75,577)	(\$91,741)	(\$91,741)
ACTIVITY COST					
Provide Preservation	\$39,161	\$50,534	\$51,767	\$50,434	\$49,561
Provide Interpretation	39,550	51,037	52,282	50,935	50,054
Provide Education	55,916	72,156	73,916	72,012	70,766
Provide Management & Admin. Support	60,202	77,687	79,582	77,532	76,190
TOTAL	\$194,830	\$251,413	\$257,546	\$250,913	\$246,570

Human Services Department - Social Services Administration Operating Expenses

Social Services. This division runs the programs that provide for the care and protection of children, adults, and families, and that are designed to help people achieve a high level of self-sufficiency. These programs include foster care, child protective services, and finding solutions for child and adult neglect and abuse. The division administers welfare benefits for those who are eligible, and helps them to prepare for, find, and keep jobs.

•	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	100.5	110	110	109	109.25
Personal Services	\$2,407,622	\$2,860,767	\$2,989,095	\$2,965,693	\$2,963,951
Employee Benefits	768,797	972,109	1,003,202	969,843	972,094
Supplies and Materials	77,292	84,497	86,776	103,000	103,000
Gas/Diesel Fuel	3,039	3,500	3,500	5,000	5,000
Internal Service Charges	8,168	9,740	9,740	3,780	3,780
Equipment Replacement/Additions	47,965	10,207	25,307	10,207	10,207
Rentals and Leases	255,311	25,456	29,402	22,108	22,108
Utilities & Natural Gas	57,846	64,300	64,787	56,000	56,000
Insurance	50	0	0	0	0
Buildings and Grounds Maintenance	428	3,000	1,352	3,000	3,000
Contractual Services	82,767	92,120	120,600	89,745	89,745
Training and Meetings	28,737	37,874	38,230	37,874	37,874
Miscellaneous Expenses	6,298	6,900	6,900	6,880	6,880
TOTAL	\$3,744,320	\$4,170,470	\$4,378,891	\$4,273,130	\$4,273,639
Less Revenue from the Commonwealth	(3,502,874)	(2,792,578)	(2,981,719)	(2,941,630)	(2,941,630)
TOTAL CITY COST	\$241,446	\$1,377,892	\$1,397,172	\$1,331,500	\$1,332,009
ACTIVITY COST					
Provide Child Care Services	\$108,585	\$120,944	\$126,988	\$123,921	\$123,936
Provide Food Stamps	591,603	658,934	691,865	675,155	675,235
Provide Temporary Aid to Needy Families	295,801	329,467	345,932	337,577	337,617
Provide Medicaid Assistance	329,500	367,001	385,342	376,035	376,080
Provide Assistance with Other Programs	183,472	204,353	214,566	209,383	209,408
Provide General Relief Assistance	329,500	367,001	385,342	376,035	376,080
Perform Service Intake	108,585	120,944	126,988	123,921	123,936
Perform Child Prot.Svc.(CPS) Investigations	220,915	246,058	258,355	252,115	252,145
Perform On-going Svc. Delivery (CPS/Adult Svcs.)	479,273	533,820	560,498	546,961	547,026
Provide Foster Care/Adoption/Family Preserv. Svcs.	295,801	329,467	345,932	337,577	337,617
Provide Management & Administrative Support	733,887	817,412	858,263	837,533	837,633
Maintain Buildings & Equipment	67,398	75,068	78,820	76,916	76,926
TOTAL	\$3,744,320	\$4,170,470	\$4,378,891	\$4,273,130	\$4,273,639

Human Services Department – Destiny Operating Expenses

Destiny. Project Destiny is a therapeutic independent living project to address the needs of youth 16-21 years of age in the custody of Social Services with services and intensive therapeutic interventions to assist in the transition to independent living.

	Actual	-	Amended	-	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$82,760	\$0	\$0	\$0	\$0
Employee Benefits	5,602	0	0	0	0
Supplies and Materials	131	1,500	1,500	1,500	1,500
Equipment Replacement/Additions	0	210	210	210	210
Contractual Services	6,016	70,660	70,660	70,660	70,660
Training and Meetings	2,772	2,500	2,500	2,500	2,500
Miscellaneous Expenses	38	300	300	300	300
TOTAL	\$97,319	\$75,170	\$75,170	\$75,170	\$75,170
Less Revenue from the Commonwealth	(66,019)	(75,170)	(75,170)	(75,170)	(75,170)
TOTAL CITY COST	\$31,300	\$ -	\$ -	\$ -	\$ -
ACTIVITY COST					
Provide Foster Care Adoption Family Srvs.	97,319	75,170	75,170	75,170	75,170
TOTAL	\$97,319	\$75,170	\$ 75,170	\$75,170	\$75,170

Human Services Department – Respite Operating Expenses

Respite. The Respite Care Grant provides respite care, training and activities for foster families and children residing in foster homes with the goal of preventing placement disruptions. The program is staffed by a part-time Respite Care Coordinator. Children in the custody of Social Services living in foster homes are eligible for up to 24 days of respite care per year with approved respite care providers.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$12,063	\$12,168	\$12,168	\$12,148	\$12,148
Employee Benefits	923	931	931	931	929
Supplies and Materials	21	80	80	150	150
Contractual Services	0	50	50	0	0
Training and Meetings	500	500	500	500	500
Other Purchased Services	14,536	12,337	12,337	12,337	12,337
TOTAL GENERAL FUND	\$28,043	\$26,066	\$26,066	\$26,066	\$26,064
Less Revenue from the Commonwealth	(\$30,169)	(\$26,066)	(\$26,066)	(\$26,066)	(\$26,064)
TOTAL CITY COST	(\$2,126)	\$0	\$0	\$0	\$0
ACTIVITY COST					
Provide Foster Care Adoption Family Srvs.	28,043	26,066	26,066	26,066	26,064
TOTAL	\$28,043	\$26,066	\$26,066	\$26,066	\$26,064

Human Services Department – Independent Living Operating Expenses

Independent Living. The Independent Living Program assists the youth, 16-21 years of age in the custody of Social Services in gaining the skills and confidence necessary to care for themselves upon emancipation. Services include educational assistance, vocational training activities, daily living skills, counseling, coordination with other service providers, outreach services, and activities for youth.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Employee Benefits	0	76	76	76	77
Supplies and Materials	232	200	200	200	200
Contractual Services	0	500	500	500	500
Training and Meetings	56	0	0	0	0
Other Purchased Services	9,795	17,674	17,674	17,674	17,674
TOTAL	\$10,083	\$19,450	\$19,450	\$19,450	\$19,451
Less Revenue from the Commonwealth	(\$14,528)	(\$19,450)	(\$19,450)	(\$19,450)	(\$19,450)
TOTAL CITY COST	(\$4,445)	\$0	\$0	\$0	\$1
ACTIVITY COST					
Provide Foster Care Adoption Family Services	\$10,083	\$19,450	\$19,450	\$19,450	\$19,451
TOTAL	\$10,083	\$19,450	\$19,450	\$19,450	\$19,451

Human Services Department – Energy Assistance Operating Expenses

Energy Assistance. The Energy Assistance Program provides financial assistance toward meeting the needs of individuals who are determined to be eligible for primary fuel heating assistance based on income and resources.

_	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$18,789	\$22,200	\$22,200	\$22,000	\$22,000
Employee Benefits	1,437	1,708	1,708	1,708	1,683
Supplies and Materials	292	500	500	500	500
Equipment Replacement/Additions	5,628	0	0	200	200
Training and Meetings	10	100	100	100	100
Other Purchased Services	36	0	0	0	0
TOTAL GENERAL FUND	\$26,192	\$24,508	\$24,508	\$24,508	\$24,483
Less Revenue from the Commonwealth	(35,128)	(24,508)	(24,508)	(24,508)	(24,508)
TOTAL CITY COST	(\$8,936)	\$0	\$0	\$0	(\$25)
ACTVITY COST					
Provide Foster Care Adoption Family Srvs.	26,192	24,508	24,508	24,508	24,483
TOTAL	\$26,192	\$24,508	\$24,508	\$24,508	\$24,483

Human Services Department – Public Assistance Operating Expenses

Public Assistance. This program includes payments made directly to clients or to vendors in clients' behalf. These payments are primarily for maintenance needs. Also included are Title XX programs which include companion services and maintenance and support to children in foster care and day care. Funds are included for the Employment Services Program for the purpose of giving supportive services aimed at making clients self-sufficient.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services					
Employee Benefits					
Auxiliary Grants	\$521,062	\$494,487	\$494,487	\$639,142	\$639,142
Day Care	18,963	20,000	20,000	20,000	20,000
Adult Services	93,697	110,000	110,000	110,000	110,000
FSET	1,345	2,000	2,000	2,000	2,000
ADC-FC	720,871	1,280,000	1,280,000	850,000	850,000
General Relief	94,251	115,000	115,000	115,000	115,000
Emergency Assistance	1,675	3,000	3,000	3,000	3,000
Jobs-Special Service	80	0	0	0	0
Other Purchased Service	5,822	10,119	10,119	10,119	10,119
Other Public Assistance	285,669	310,139	310,139	394,846	394,846
Fee@Rsk DC	140,443	140,000	140,000	205,000	205,000
Fee@SysBGDC	359,194	224,000	224,000	359,638	359,638
TOTAL	\$2,243,072	\$2,708,745	\$2,708,745	\$2,708,745	\$2,708,745
Less Revenue from the Commonwealth	(1,884,180)	(2,228,202)	(2,228,202)	(2,259,016)	(2,259,016)
TOTAL CITY COST	\$358,892	\$480,543	\$480,543	\$449,729	\$449,729
ACTIVITY COST					
Provide Child Care Services	\$390,295	\$471,322	\$471,322	\$471,322	\$471,322
Provide Food Stamps	6,729	8,126	8,126	8,126	8,126
Provide Temporary Aid to Needy Families	796,291	961,604	961,604	961,604	961,604
Provide Assistance with Other Programs	515,907	623,011	623,011	623,011	623,011
Provide General Relief Assistance	116,640	140,855	140,855	140,855	140,855
Perform On-going Svc. Delivery (CPS/Adult Svcs.)	112,154	135,437	135,437	135,437	135,437
Provide Foster Care/Adoption/Family Preserv. Svcs.	305,058	368,389	368,389	368,389	368,389
TOTAL	\$2,243,072	\$2,708,745	\$2,708,745	\$2,708,745	\$2,708,745

Human Services Department – Juvenile Services Administration Operating Expenses

Juvenile Services. The Division of Juvenile Services seeks to foster the development of resources, programs and social policies aimed at supporting at-risk youth and their families who are experiencing involvement with the Juvenile Justice System. Four major program areas include (1) delinquency prevention and youth development, (2) secure, less secure and highly supervised pre-dispositional and post-dispositional residential services, (3) non-residential home based supervision and community service/restitution services, and (4) coordination and administration of multiple funding local and regional initiatives.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	2	2	2	2	2
Personal Services	92,614	107,578	107,578	107,578	107,578
Employee Benefits	26,224	31,020	31,020	32,073	30,275
Supplies and Materials	707	585	585	600	1,100
Equipment Operations and Maintenance	45	0	0	0	0
Gas/Diesel Fuel	11	0	0	100	100
Internal Service Charges	490	20	20	0	0
Equipment Replacement/Additions	5,096	0	100	0	0
Rentals and Leases	0	100	0	0	0
Utilities	1,591	920	920	920	920
Buildings and Grounds Maintenance	0	0	0	0	0
Contractual Services	0	300	300	300	300
Training and Meetings	2,546	725	725	725	1,225
Miscellaneous Expenses	2,830	160	160	220	1,220
TOTAL GENERAL FUND	\$132,154	\$141,408	\$141,408	\$142,516	\$142,718
Less Revenue from the Commonwealth	0	0	(40,591)	(40,591)	(40,591)
TOTAL CITY COST	\$132,154	\$141,408	\$100,817	\$101,925	\$102,127
ACTIVITY COST					
Provide Youth & Prevention Services	\$15,858	\$16,969	\$16,969	\$17,102	\$17,126
Operate Lynchburg Juvenile Detention Home	26,431	28,282	28,282	28,503	28,544
Operate Opportunity House	15,858	16,969	16,969	17,102	17,126
Provide Delta/Outreach Detention Program	15,858	16,969	16,969	17,102	17,126
Operate SPARC House	15,858	16,969	16,969	17,102	17,126
Operate Crossroads House	15,858	16,969	16,969	17,102	17,126
Operate Comprehensive Services Act	13,215	14,141	14,141	14,252	14,272
Provide Day Services	13,215	14,141	14,141	14,252	14,272
TOTAL	\$132,154	\$141,408	\$141,408	\$142,516	\$142,718

Human Services Department – Detention Services Providers Operating Expenses

Detention Services Providers. The Juvenile Services Residential Care Program provides supervision, treatment services and staffing offering secure confinement, short term crisis intervention, shelter care, short and long term counseling and assessment services to male and female juveniles and their families throughout the 24th and 10th Judicial Districts. The Lynchburg Regional Juvenile Detention Center offers a secure detention for pre-dispositional and post-dispositional juveniles placed there by the courts. Information on the Regional Detention Center Fund is found in the Other Funds section of this book.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$0	\$0	\$0	\$0	\$0
Employee Benefits	0	0	0	0	0
Contractual Services	424,702	0	0	478,296	478,296
TOTAL	\$424,702	\$0	\$0	\$478,296	\$478,296
Less General Fund Charges for Services	(171,225)	(181,958)	(181,958)	(191,842)	(191,842)
TOTAL CITY COST	\$253,477	(\$181,958)	(\$181,958)	\$286,454	\$286,454
ACTIVITY COST					
Provide Foster Care Adoption Family Services	\$424,702	\$0	\$0	\$478,296	\$478,296
TOTAL	\$424,702	\$0	\$0	\$478,296	\$478,296

Human Services Department – Opportunity House Operating Expenses

Opportunity House. Opportunity House offers counseling, alternative education programs and residential treatment services for male juvenile offenders and their families.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	12.5	12.5	13.75	13.3	13.3
Personal Services	362,890	405,090	405,090	427,492	436,843
Employee Benefits	107,142	120,627	120,627	119,886	121,842
Supplies and Materials	30,012	25,376	25,376	27,356	27,356
Equipment Operations and Maintenance	242	0	0	0	0
Gas/Diesel Fuel	1,390	1,860	1,860	1,860	1,860
Internal Service Charges	2,237	2,400	2,400	2,400	2,400
Equipment Replacement/Additions	25,442	2,000	2,000	0	0
Rentals and Leases	1,665	1,000	1,000	1,000	1,000
Utilities & Natural Gas	16,606	11,781	11,842	11,842	11,842
Buildings and Grounds Maintenance	11,992	14,500	13,573	14,500	14,500
Contractual Services	12,342	4,580	4,580	4,580	4,580
Training and Meetings	1,202	1,400	1,400	1,400	1,400
Miscellaneous Expenses	2,479	2,650	2,650	2,650	2,650
TOTAL GENERAL FUND	\$575,641	\$593,264	\$592,398	\$614,966	\$626,273
Less General Fund Charges for Services	(\$110,192)	(\$61,000)	(\$61,000)	(\$68,000)	(\$68,000)
Less Revenue from the Commonwealth	(\$221,503)	(\$221,503)	(\$221,503)	(\$221,503)	(\$221,503)
TOTAL CITY COST	\$243,946	\$310,761	\$309,895	\$325,463	\$336,770
ACTIVITY COST					
Operate Opportunity House	\$553,767	\$570,720	\$569,887	\$591,597	\$602,475
Provide Delta/Outreach Detention Program	21,874	22,544	22,511	23,369	23,798
TOTAL	\$575,641	\$593,264	\$592,398	\$614,966	\$626,273

Human Services Department – Crossroads House Operating Expenses

Crossroads House. Crossroads House offers short term/shelter care residential and assessment services for male and female adolescents.

	Actual	•	Amended	-	Adopted
DIDCET CHAMA DV	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY	10.75	10.75	11.5	11.5	11.6
Personnel (FTE)	10.75	10.75	11.5	11.5	11.6
Personal Services	\$266,346	\$319,397	\$319,397	\$328,366	\$346,148
Employee Benefits	78,362	96,010	96,010	92,412	96,586
Supplies and Materials	17,993	19,877	19,877	21,158	21,158
Equipment Operations and Maintenance	0	0	0	0	0
Gas/Diesel Fuel	950	1,100	1,100	1,300	1,300
Internal Service Charges	1,467	2,200	2,200	2,000	2,000
Equipment Replacement/Additions	9,355	2,000	2,000	0	0
Rentals and Leases	779	875	875	900	900
Utilities & Natural Gas	11,249	12,020	12,081	13,200	13,200
Buildings and Grounds Maintenance	3,123	2,500	2,097	2,500	2,500
Contractual Services	4,566	4,910	4,910	5,200	5,200
Training and Meetings	1,460	1,700	1,700	1,850	1,850
Miscellaneous Expenses	1,757	1,600	1,600	1,700	1,700
TOTAL	\$397,407	\$464,189	\$463,847	\$470,586	\$492,542
•					
Less General Fund Charges for Services	(57,440)	(58,000)	(60,000)	(58,430)	(58,430)
Less Revenue from the Commonwealth	(203,969)	(203,969)	(203,969)	(203,969)	(203,969)
TOTAL CITY COST	\$135,998	\$202,220	\$199,878	\$208,187	\$230,143
ACTIVITY COST					
Operate Crossroads House	\$397,407	\$464,189	\$463,847	\$470,586	\$492,542
TOTAL	\$397,407	\$464,189	\$463,847	\$470,586	\$492,542

Human Services Department – Sparc House Operating Expenses

Sparc House. Sparc House offers counseling, alternative educational services and residential treatment programs for female adolescents and their families.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	8	8	9.5	9.5	9.5
Personal Services	\$229,712	\$240,276	\$240,276	\$281,111	\$291,159
Employee Benefits	69,313	75,118	75,118	81,371	83,784
Supplies and Materials	15,150	19,041	19,041	21,041	21,041
Gas/Diesel Fuel	647	1,500	1,500	1,500	1,500
Internal Service Charges	2,234	2,500	2,500	4,000	4,000
Equipment Replacement/Additions	11,255	2,000	2,000	0	0
Rentals and Leases	2,523	1,500	1,500	0	0
Utilities & Natural Gas	8,590	9,398	9,459	9,459	9,515
Buildings and Grounds Maintenance	0	42,100	-65	0	0
Contractual Services	39,836	1,200	42,100	42,100	42,100
Training and Meetings	1,112	2,400	1,200	1,200	1,200
Miscellaneous Expenses	3,103	550	2,400	2,400	2,400
TOTAL	\$383,475	\$397,583	\$397,029	\$444,182	\$456,699
Less General Fund Charges for Services	(72,668)	(68,000)	(85,000)	(68,000)	(68,000)
Less Revenue from the Commonwealth	(130,385)	(130,385)	(130,385)	(130,385)	(130,385)
TOTAL CITY COST	\$180,422	\$199,198	\$181,644	\$245,797	\$258,314
ACTIVITY COST					
Provide Foster Care Adoption Family Services	\$383,475	\$397,583	\$397,029	\$444,182	\$456,699
TOTAL	\$383,475	\$397,583	\$397,029	\$444,182	\$456,699

Human Services Department – CSA Service Providers Operating Expenses

Comprehensive Services Act. The CSA Program provides service to children and youth who come before the local Family and Planning Assessment Team (FAPT) and the Lynchburg Community Policy Management Team (CPMT). Juvenile Services provide the administrative supervision to the CSA staff.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	4	4	4	4	4
Personal Services	\$97,533	\$116,792	\$116,792	\$117,167	\$117,167
Employee Benefits	30,637	39,248	39,248	38,364	38,364
Supplies and Materials	0	250	250	250	250
Training and Meetings	0	300	300	300	300
Miscellaneous Expenses	126	550	550	550	550
TOTAL	\$128,296	\$157,140	\$157,140	\$156,631	\$156,631
Less Revenue from the Commonwealth	(\$128,170)	(\$156,290)	(\$156,290)	(\$155,781)	(\$155,781)
TOTAL CITY COST	\$126	\$850	\$850	\$850	\$850
ACTIVITY COST					
Provide Foster Care Adoption Family Srvs.	\$128,296	\$157,140	\$157,140	\$156,631	\$156,631
TOTAL	\$128,296	\$157,140	\$157,140	\$156,631	\$156,631

Human Services Department - Youth & Prevention Services Operating Expenses

Youth and Prevention Services. The Youth and Prevention Services provides programs which promote delinquency prevention and youth development through facilitation, planning, education, and community-wide needs assessment for at-risk youth and their families.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	3.5	3.5	3.5	3.5	3.5
Personal Services	\$90,132	\$101,354	\$101,354	\$101,371	\$101,371
Employee Benefits	23,871	23,529	23,529	23,055	23,055
Supplies and Materials	2,254	2,500	2,500	3,000	3,000
Gas/Diesel Fuel	24	300	300	500	500
Internal Service Charges	0	150	150	150	150
Equipment Replacement/Additions	2,689	3,300	3,300	0	0
Rentals and Leases	3,813	4,313	4,313	4,500	4,500
Utilities & Natural Gas	726	800	800	800	800
Contractual Services	3,517	3,600	3,600	5,800	5,800
Training and Meetings	753	2,700	2,700	2,700	2,700
Miscellaneous Expenses	724	1,668	1,668	1,881	1,881
TOTAL	\$128,503	\$144,214	\$144,214	\$143,757	\$143,757
Less Revenue from the Commonwealth	(72,357)	(78,739)	(78,739)	(78,739)	(78,739)
TOTAL CITY COST	\$56,146	\$65,475	\$65,475	\$65,018	\$65,018
ACTIVITY COST					
Provide Foster Care Adoption Family Srvs.	\$128,503	\$144,214	\$144,214	\$143,757	\$143,757
TOTAL	\$128,503	\$144,214	\$144,214	\$143,757	\$143,757

Human Services Department - Day Services Operating Expenses

Day Services. The Day Services Program provides treatment non-residential service that provides group and individual supervision and community services for first time offenders referred by the Juvenile and Domestic Relations Court.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3.3	3.55	3.55
Personal Services	\$107,732	\$104,433	\$104,433	\$112,070	\$112,729
Employee Benefits	30,963	32,210	32,210	35,266	35,848
Supplies and Materials	2,843	3,361	3,361	3,267	3,267
Gas/Diesel Fuel	537	500	500	720	720
Internal Service Charges	753	200	200	204	204
Equipment Replacement/Additions	347	500	500	0	0
Rentals and Leases	0	250	250	255	255
Utilities & Natural Gas	342	800	800	816	816
Contractual Services	891	1,450	1,450	1,391	1,391
Training and Meetings	1,035	600	600	700	700
Miscellaneous Expenses	1,177	400	400	708	708
TOTAL	\$146,620	\$144,704	\$144,704	\$155,397	\$156,638
Less Revenue from the Commonwealth	(107,711)	(107,711)	(107,711)	(107,711)	(107,711)
TOTAL CITY COST	\$38,909	\$36,993	\$36,993	\$47,686	\$48,927
ACTIVITY COST					
Provide Day Services	\$146,620	\$144,704	\$144,704	\$155,397	\$156,638
TOTAL	\$146,620	\$144,704	\$144,704	\$155,397	\$156,638

Public Works Department – Administration Operating Expenses

Administration. Overall planning, leadership and guidance to the Department strategically and operationally are initiated out of the Office of the Director. In addition, human resource management, training and staff development, public relations, neighborhood coordination, operational safety, and administrative support are services provided to the Department's core business areas.

	Actual	Adopted	Amended	Proposed
	98/99	99/00	99/00	00/01
BUDGET SUMMARY				
Personnel (FTE)	3	3	2	
Personal Services	\$178,450	\$128,065	\$98,103	\$0
Employee Benefits**	0	36,055	27,184	0
Supplies and Materials	10,731	8,673	9,118	0
Gas/Diesel Fuel	241	756	756	0
Internal Service Charges	3,623	1,600	1,600	0
Equipment Replacement/Additions	46,825	10,712	13,924	0
Rentals and Leases	4,957	6,000	6,000	0
Utilities	20,444	28,029	28,029	0
Contractual Services	72,407	3,236	3,236	0
Training and Meetings	16,155	17,911	7,507	0
Miscellaneous Expenses	3,464	440	440	0
TOTAL CITY COST	\$357,297	\$241,477	\$195,897	\$0
ACTIVITY COST				
Manage Human Resources Management	\$32,514	\$21,974	\$17,827	\$0
Perform other Management & Admin Support	323,354	218,537	177,287	0
Snow Removal	1,429	966	784	0
TOTAL	\$357,297	\$241,477	\$195,897	\$0

Public Works Department – Bldgs. & Grnds. Parks/Grounds Maintenance Operating Expenses

Buildings and Grounds Division.

Parks/Grounds Maintenance

Program provides grounds maintenance for all city property except school property (700+ acres). Includes mowing, landscaping, seeding, fertilizer, pesticide and herbicide application; weed and leaf removal; sodding, planting; and pruning. The contract forestry service maintains street trees and trees located on other public property. The city's annual flower/spring bulb program is carried out within this work unit.

All athletic fields at the city's parks, recreational facilities, and the City Stadium are maintained to regulation. Provide maintenance and repairs to all recreation buildings and equipment. Equipment maintenance personnel within the work unit maintain non-vehicular equipment used by this unit. During winter months personnel assist in the maintenance of fences, posts, benches, playground equipment, tables and other equipment located in the city parks and they also play a major role in snow removal. Personnel provide support for festivals and maintain bikeways and hiking trails.

	Actual 99/00	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY	22,00	,,,,,	,,,,,	00/02	00,02
Personnel (FTE)	40.4	40	40	38	37
Personal Services	\$1,069,910	\$1,238,006	\$1,242,430	\$1,172,345	\$1,200,260
Employee Benefits	0	339,048	340,568	327,040	322,985
Supplies and Materials	124,964	123,230	122,111	95,851	95,851
Gas/Diesel Fuel	12,785	21,732	21,732	29,080	21,732
Internal Service Charges	54,999	52,204	52,204	50,632	50,632
Equipment Replacement/Additions	68,209	81,240	84,440	114,690	114,690
Rentals and Leases	1,108	500	500	500	500
Utilities	134,914	143,338	143,338	136,626	136,626
Building and Grounds Maintenance	99,576	87,261	84,846	100,143	100,143
Contractual Services	269,699	314,468	314,570	312,258	287,258
Training and Meetings	128	0	0	7,227	7,227
Miscellaneous Expenses	357	1,335	1,335	1,335	1,335
TOTAL GENERAL FUND	\$1,836,649	\$2,402,362	\$2,408,074	\$2,347,727	\$2,339,239
Less Street & Highway Maint. Payments	(768,845)	(768,845)	(768,845)	(768,845)	(768,845)
TOTAL CITY COST	\$1,067,804	\$1,633,517	\$1,639,229	\$1,578,882	\$1,570,394
ACTIVITY COST					
Perform Other Mngmnt. & Admin. Support	\$163,462	\$213,810	\$214,319	\$208,948	\$208,192
City Buildings Corrective Maintenance	260,804	341,135	341,947	333,377	332,172
Perform Park & Recreation Maintenance	350,800	458,851	459,942	448,416	446,795
Maintain Greenspace	38,570	50,450	50,570	49,302	49,124
Perform Tree Maintenance	181,828	237,834	238,399	232,425	231,585
Maintain Athletic Fields	209,378	273,869	274,520	267,641	266,673
Landscape/Flower Bed Maintenance	257,131	336,331	337,130	328,682	327,493
Maintain Expressway/Highways	139,585	182,580	183,014	178,427	177,782
Right-of-Way Maintenance	104,689	136,935	137,260	133,820	133,337
Maintain Grounds Equipment	130,402	170,568	170,973	166,689	166,086
TOTAL	\$1,836,649	\$2,402,362	\$2,408,074	\$2,347,727	\$2,339,239

Public Works Department – Bldgs. & Grnds. Building Maintenance Operating Expenses

Building and Grounds Division.

Building Maintenance

Program provides planned preventive maintenance, routine and emergency repairs, and custodial services for city buildings and related equipment (1+ million sq. ft.). Provides daily routine and semi-annual heavy cleaning for city buildings. Includes moving furniture, equipment and files for other city departments as requested. Delivers mail to City Council members.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	38	38	38	39	39
Personal Services	\$861,692	\$905,816	\$920,120	\$877,794	\$964,548
Employee Benefits	0	300,529	300,529	312,164	314,864
Supplies and Materials	46,864	71,652	71,652	52,824	50,414
Gas/Diesel Fuel	3,207	5,152	5,152	7,505	5,530
Internal Service Charges	8,227	9,288	9,288	9,027	9,027
Equipment Replacement/Additions	80,872	15,300	15,300	66,345	66,345
Rentals and Leases	2,304	1,680	1,680	3,680	3,680
Utilities & Natural Gas	456,726	465,752	465,752	493,781	493,781
Building and Grounds Maintenance	161,377	228,980	287,218	203,980	203,980
Contractual Services	201,256	225,426	226,926	207,530	232,530
Training and Meetings	0	0	0	9,709	9,709
Miscellaneous Expenses	397	135	135	355	355
TOTAL CITY COST	\$1,822,922	\$2,229,710	\$2,303,752	\$2,244,694	\$2,354,763
ACTIVITY COST					
Perform Budget & Finance	\$52,865	\$64,662	\$66,809	\$65,096	\$68,288
Perform other Mngmnt. & Admin. Support	18,229	22,297	23,038	22,447	23,548
City Buildings Emergency Maintenance	83,854	102,567	105,973	103,256	108,319
City Buildings Preventive Maintenance	85,677	104,796	108,276	105,501	110,674
City Buildings Corrective Maintenance	566,929	693,440	716,467	698,100	732,331
City Buildings Maintain Utilities	494,012	604,251	624,317	608,312	638,141
Perform Park & Recreation Maintenance	21,875	26,757	27,645	26,936	28,257
Perform General Custodial Cleaning	422,918	517,293	534,470	520,769	546,305
Provide Tenant Custodial Services	54,688	66,891	69,113	67,341	70,643
Provide Security	21,875	26,757	27,645	26,936	28,257
TOTAL	\$1,822,922	\$2,229,710	\$2,303,752	\$2,244,694	\$2,354,763

Public Works Department – Engineering Operating Expenses

Engineering Division. This division provides a variety of professional and technical work relating to the physical development of the city. They design, develop, and supervise construction projects for the City. Their responsibilities include capital project planning for buildings, streets, water and sewer facilities, street and bridge maintenance programs, and solid waste facilities. The division also administers the Geographic Information System, and assists on the Technical Review Committee.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY	2.5	2.5	26	2.5	2.5
Personnel (FTE)	26	26	26	26	26
Personal Services	\$1,012,899	\$958,155	\$958,155	\$837,690	\$936,652
Employee Benefits	0	297,759	297,759	265,039	165,703
Supplies and Materials	18,031	17,215	17,215	17,215	17,644
Gas/Diesel Fuel	2,984	2,678	2,678	2,200	2,200
Internal Service Charges	10,375	9,100	9,100	9,100	9,100
Equipment Replacement/Additions	50,185	19,600	23,475	4,500	4,500
Rentals and Leases	18	125	125	125	125
Utilities	14,711	9,000	9,000	9,000	9,000
Contractual Services	28,164	21,526	21,526	22,650	22,650
Training and Meetings	14,077	10,000	7,680	10,000	10,000
Miscellaneous Expenses	3,164	3,450	3,450	3,450	3,450
TOTAL	\$1,154,608	\$1,348,608	\$1,350,163	\$1,180,969	\$1,181,024
Less Engineering Service Charges	(575,085)	(501,824)	(501,824)	(501,824)	(501,824)
Less Sale of GIS Products	(32,275)	(7,000)	(7,000)	(7,000)	(7,000)
	\$547,248	\$839,784	\$841,339	\$672,145	
TOTAL CITY COST	\$347,246	\$639,764	\$041,339	\$072,143	\$672,200
ACTIVITY COST					
Provide CIP Support/Implementation	\$ 196,283	\$ 229,263	\$ 229,528	\$ 200,765	\$ 200,774
Manage Public Works Projects	508,028	593,388	594,072	519,626	519,651
Manage Other City Projects	23,092	26,972	27,003	23,619	23,620
Provide City Planning	57,730	67,430	67,508	59,048	59,051
Maintain Geographic Information System	127,007	148,347	148,518	129,907	129,913
Perform Budget/Finance & Accting. Function	69,276	80,916	81,010	70,858	70,861
Manage Human Resources	11,546	13,486	13,502	11,810	11,810
Prepare/Administer Grants	11,546	13,486	13,502	11,810	11,810
Provide Information Mngmt. & Tech. Support	23,092	26,972	27,003	23,619	23,620
Perform Other Mngmt. & Admin. Support	92,369	107,889	108,013	94,478	94,482
Snow Removal	11,546	13,486	13,502	11,810	11,810
Maintain Streets	23,092	26,972	27,003	23,619	23,620
TOTAL	\$1,154,608	\$1,348,608	\$1,350,163	\$1,180,969	\$1,181,024
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Public Works Department - Street Sweeping & Leaf Collection Operating Expenses

Street Sweeping Program and Leaf Collection. The Street Sweeping Program includes the use of three sweepers and one flusher truck. The program divides the city into twenty sections, the expressway and the downtown area, and includes over 538 curb miles. The program was restructured in 1997 to meet the needs of the Combined Sewer Overflow Program. The downtown section is swept weekly during the night hours so as to avoid interfering with businesses, traffic and on street parking. The other twenty sections are swept on a route basis and the expressway three times a year. Streets are flushed on an on call bases or as needed.

Leaf collection includes the use of ten mechanical vacuum machines pulled by dump trucks, two drum vacuum trucks and other equipment to collect bagged and loose leaves. The collection process is accomplished each year from mid October to January on a citywide basis. Personnel from all the core business areas of Public Works are used in a coordinated effort to complete the task of collection and disposal.

General Objectives

Maintain clean city streets through periodic mechanical sweeping and flushing, and removal and disposal of bagged/raked leaves placed or raked to the edge of the street by citizens during the fall of each year.

	Actual	Adopted	Amended	Proposed	Adopted
	99/00	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	0	0
Personal Services	\$49,201	\$71,146	\$71,146	\$0	\$0
Employee Benefits	0	24,135	24,135	0	0
Supplies and Materials	11,329	10,332	10,332	0	0
Gas/Diesel Fuel	6,628	14,130	14,130	0	0
Internal Service Charges	53,031	28,965	28,965	0	0
Building and Grounds Maintenance	84,150	492	492	0	0
Contractual Services	17,588	2,943	2,943	0	0
Miscellaneous Expenses	5	0	0	0	0
TOTAL CITY COST	\$221,932	\$152,143	\$152,143	\$0	\$0
ACTIVITY COST					
Clean Streets	\$195,300	\$133,886	\$133,886	\$0	\$0
Collect Leaves and Brush	22,193	15,214	15,214	0	0
Snow Removal	4,439	3,043	3,043	0	0
TOTAL	\$221,932	\$152,143	\$152,143	\$0	\$0

Public Works Department - Snow & Ice Removal Operating Expenses

Snow and Ice Removal. The snow and ice removal program involves all public works personnel and equipment in clearing over 816 lane miles of city streets. The city also maintains two salt barns capable of storing over 6000 tons of rock salt, and 600 tons of bagged calcium chloride. There is also a store of slag and a 5000 gal. liquid calcium chloride tank maintained for snow and ice fighting purposes.

Snow and ice removal is accomplished on a priority basis. The number one priority is main thoroughfares, and collector streets leading to the various emergency facilities. Second priorities are routes that connect to primary routes and Lynchburg Transit Company bus routes. Only after primary and secondary routes are cleared is work began on the residential streets. Snow removal service is also provided for city steps, sidewalks, and parking lots as well as the Lynchburg Regional Airport.

General Objectives

To maintain passable city streets during snow and ice events through the use of snow removal equipment, chemicals sand and slag. Provide snow and ice removal services for city steps, sidewalks, parking lots and the Lynchburg Regional Airport.

	Actual	Adopted	Amended	Proposed	Adopted
	99/00	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)					
Personal Services	\$111,197	\$43,102	\$43,102	\$43,102	\$43,102
Employee Benefits	0	3,297	3,297	3,297	3,297
Supplies and Materials	16,313	25,899	25,899	25,899	25,899
Chemicals	130,881	49,367	99,376	49,367	49,367
Gas/Diesel Fuel	287	6,653	6,653	9,203	6,653
Internal Service Charges	65,362	25,099	25,099	25,099	25,099
Equipment Replacement/Additions	1,150	0	0	0	0
Rentals and Leases	408	0	0	0	0
Utilities	1,616	294	294	294	294
Building and Grounds Maintenance	291	0	(380)	0	0
Contractual Services	17,458	3,084	9,889	3,618	3,084
Training and Meetings	268	0	0	0	0
TOTAL CITY COST	\$345,231	\$156,795	\$213,229	\$159,879	\$156,795
ACTIVITY COST					
Snow Removal	\$345,231	\$156,795	\$213,229	\$159,879	\$156,795
TOTAL	\$345,231	\$156,795	\$213,229	\$159,879	\$156,795

Public Works Department – Street Maintenance Operating Expenses

Street Maintenance. The administration includes functions such as budget control, staffing, planning, employee development, computerized systems and centralized processing of the core business personnel, payroll transactions and records. The maintenance is done by street crews through various types of patching and surface repairs, road shoulder and drainage maintenance. The program's general objectives include maintaining a community road system by providing all phases of general roadway maintenance, providing similar maintenance on sidewalks, steps, ditches and culverts, providing contract resurfacing and sidewalk repair, and providing administration and support to work groups within core business.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	39	39	39	35	35
Personal Services	\$695,868	\$808,407	\$809,904	\$887,187	\$874,405
Employee Benefits**	0	276,668	276,668	293,076	289,202
Supplies and Materials	37,411	37,330	37,330	22,845	23,717
Equipment Operation and Maintenance	443	0	0	0	0
Gas/Diesel Fuel	20,478	33,193	33,193	19,441	19,441
Internal Service Charges	136,921	129,737	129,737	101,572	101,572
Equipment Replacement/Additions	159,005	9,500	9,500	98,064	98,064
Rentals and Leases	19,888	10,000	15,000	16,000	16,000
Building and Grounds Maintenance	157,988	143,150	195,665	142,658	142,658
Contractual Services	1,746,960	1,892,753	1,891,399	1,816,494	1,818,973
Training and Meetings	43	0	0	8,202	8,202
Miscellaneous Expenses	183	140	140	360	360
TOTAL	\$2,975,188	\$3,340,878	\$3,398,536	\$3,405,899	\$3,392,594
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Less Franchise License Taxes	(4,527)	(4,527)	(4,527)	(4,527)	(4,527)
Less Permits, Fees, and Licenses	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)
Less Property Rentals	(386,434)	(353,149)	(353,149)	(353,149)	(353,149)
Less Charges for Services	(10,142)	(10,142)	(10,142)	(10,142)	(10,142)
Less Property Damage Claims	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Less Street and Highway Maint. Payments	(1,309,778)	(1,301,122)	(1,301,122)	(1,498,420)	(1,498,420)
TOTAL CITY COST	\$1,236,307	\$1,643,938	\$1,701,596	\$1,511,661	\$1,498,356
ACTIVITY COST					
Provide CIP Support & Implementation	\$2,975	\$3,341	\$3,399	\$3,406	\$3,393
Manage Public Works Projects	8,926	10,023	10,196	10,218	10,178
Perform Budget/Finance & Accting. Function	5,950	6,682	6,797	6,812	6,785
Manage Human Resources	2,975	3,341	3,399	3,406	3,393
Provide Information Mngmnt. & Adm. Support	2,975	3,341	3,399	3,406	3,393
Perform other Mngmnt. & Admin. Supt.	14,876	16,704	16,993	17,029	16,963
Clean Streets	5,950	6,682	6,797	6,812	6,785
Collect Leaves	178,511	200,453	203,912	204,354	203,556
Snow Removal	44,628	50,113	50,978	51,088	50,889
Maintain Streets	2,695,520	3,026,835	3,079,074	3,085,744	3,073,690
Perform Fleet Maintenance	2,975	3,341	3,399	3,406	3,393
Manage Fleet Operations	5,950	6,682	6,797	6,812	6,785
Manage Fleet Ownership	2,975	3,341	3,399	3,406	3,393
TOTAL	\$2,975,188	\$3,340,878	\$3,398,536	\$3,405,899	\$3,392,594

Public Works Department – Traffic Maintenance Operating Expenses

Traffic Maintenance. The traffic program includes the maintenance of traffic signals, the fabrication and installation of regulatory and non-regulatory signs, the installation of pavement markings. A cross-trained maintenance crew performs the work and all work is state highway reimbursable.

General Objectives

Maintain and improve traffic flow and safety through installation, repair and maintenance of traffic signals, regulatory and non-regulatory signs, street name signs and pavement markings.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					,
Personnel (FTE)	12	12	10	10	10
Personal Services	\$360,251	\$362,643	\$270,395	\$268,179	\$271,221
Employee Benefits	0	117,089	88,910	86,869	87,668
Supplies and Materials	197,266	304,028	412,843	281,331	281,331
Gas/Diesel Fuel	4,288	4,456	4,456	4,456	4,456
Internal Service Charges	12,576	10,176	10,176	10,176	10,176
Equipment Replacement/Additions	38,374	97,300	97,300	9,100	9,100
Rentals and Leases	0	900	900	900	900
Utilities	7,460	0	0	0	0
Building and Grounds Maintenance	1,192	25	25	0	0
Contractual Services	19,745	3,724	30,097	3,724	3,724
Training and Meetings	13,229	5,000	0	0	0
Miscellaneous Expenses	932	0	0	0	0
TOTAL CITY COST	\$655,313	\$905,341	\$915,102	\$664,735	\$668,576
ACTIVITY COST					
Provide Telecommunications System Support	\$63,565	\$87,818	\$88,765	\$64,479	\$64,852
Provide Information Mgmt & Tech Supt.	24,902	34,403	34,774	25,260	25,406
Maintain Traffic Signals	285,716	394,729	398,984	289,824	291,499
Install and Maintain Pavement Markings	145,479	200,986	203,153	147,571	148,424
Maintain Traffic Signs	135,650	187,406	189,426	137,600	138,395
TOTAL	\$655,313	\$905,341	\$915,102	\$664,735	\$668,576

Public Works Department – Traffic Engineering Operating Expenses

Traffic Engineering Division. This division furnishes studies and surveys to determine the need for various traffic control devices and street improvements; provides or reviews all city street design improvements; provides or reviews all city street design geometrics. This division also oversees the city's street lighting system and coordinates the signals at 103 intersections in the city. They maintain a close liaison with State and Federal Highway Administration on all matters of concern to the City. They acquire and dispose of municipal real property for city use and manages city-owned property leases.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY	70/77	77100	77100	00/01	00/01
Personnel (FTE)	3	3	2	2	2
Personal Services	\$158,695	\$116,109	\$116,109	\$98,595	\$98,595
Employee Benefits		35,453	35,453	28,795	28,795
Supplies and Materials	2,950	1,250	1,250	1,250	1,680
Gas/Diesel Fuel	727	800	800	600	600
Internal Service Charges	4,945	3,800	3,800	3,800	3,800
Equipment Replacement/Additions	45,341	1,000	20,800	2,500	2,500
Rentals and Leases	18	100	100	0	0
Utilities	738,757	784,507	784,507	784,507	795,066
Contractual Services	5,874	20,000	23,500	12,619	12,619
Training and Meetings	3,826	4,000	4,000	2,500	2,500
Miscellaneous Expenses	1,308	1,424	1,424	1,424	1,424
TOTAL	\$962,441	\$968,443	\$991,743	\$936,590	\$947,579
ACTIVITY COST					
Provide CIP Support/Implementation	\$9,624	\$9,684	\$9,917	\$9,366	\$9,476
Manage Public Works Projects	14,437	14,527	14,876	14,049	14,214
Provide City Planning	9,624	9,684	9,917	9,366	9,476
Perform Property Management	4,812	4,842	4,959	4,683	4,738
Provide Street Improvement/traffic control	67,371	67,791	69,422	65,561	66,331
Prepare/Administer Grants	9,624	9,684	9,917	9,366	9,476
Perform Other Management & Admin. Support	38,498	38,738	39,670	37,464	37,903
Maintain Streets	750,704	755,386	773,560	730,540	739,112
Maintain Traffic Signs	9,624	9,684	9,917	9,366	9,476
Maintain Traffic Signals	48,122	48,422	49,587	46,830	47,379
TOTAL	\$962,441	\$968,443	\$991,743	\$936,590	\$947,579

Public Works Department – Public Services Administration Operating Expenses

Public Services Administration. This group oversees the operations of the Public Services Department and provides administrative support to the divisions.

	Actual	Adopted	Amended	Proposed
	98/99	99/00	99/00	00/01
BUDGET SUMMARY				
Personnel (FTE)	3	3	2	
Personal Services	\$178,450	\$128,065	\$98,103	\$0
Employee Benefits**	0	36,055	27,184	0
Supplies and Materials	10,731	8,673	9,118	0
Gas/Diesel Fuel	241	756	756	0
Internal Service Charges	3,623	1,600	1,600	0
Equipment Replacement/Additions	46,825	10,712	13,924	0
Rentals and Leases	4,957	6,000	6,000	0
Utilities	20,444	28,029	28,029	0
Contractual Services	72,407	3,236	3,236	0
Training and Meetings	16,155	17,911	7,507	0
Miscellaneous Expenses	3,464	440	440	0
TOTAL CITY COST	\$357,297	\$241,477	\$195,897	\$0
ACTIVITY COST				
Manage Human Resources Management	\$32,514	\$21,974	\$17,827	\$0
Perform other Management & Admin Support	323,354	218,537	177,287	0
Snow Removal	1,429	966	784	0
TOTAL	\$357,297	\$241,477	\$195,897	\$0

Strategic Planning & Organization Development Operating Expenses

Strategic Planning & Organization Development. Organizations with sound strategic planning systems make changes that increase efficiency and effectiveness in the future. This Division works with City leaders to develop and achieve strategic goals and objectives, conducts work unit assessments with City government, and helps to develop and implement approaches that support increased productivity and performance.

Policy and Management Analysis. Ensures the centralized research, development, coordination and issuance of city-wide administrative policy and facilitates continuous improvement of municipal government processes and systems. The Division supports management, departments, and programs by reviewing management methods and operations and supports the development of new approaches for improved performance.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	3	3
Personal Services	\$107,891	\$157,885	\$157,885	\$158,059	\$158,059
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Employee Benefits	0	47,432	47,432	47,240	47,239
Supplies & Materials	9,778	8,000	8,000	8,600	8,600
Equipment Operation & Maintenance	238	0	0	0	0
Gasoline/Diesel Fuel	0	1,000	1,000	0	0
Internal Service Charges	211	2,000	2,000	1,000	1,000
Equipment Replacement/Additions	12,133	2,000	2,000	0	0
Rentals & Leases	27,000	0	0	0	0
Utilities	0	4,000	4,000	3,000	3,000
Contractual Services	30,942	69,830	69,830	48,126	48,126
Training & Meetings	11,084	9,500	9,500	10,000	10,000
Miscellaneous Expenses	782	7,062	7,062	8,200	8,200
TOTAL	\$200,059	\$308,709	\$308,709	\$284,225	\$284,224
ACTIVITY COST					
	Φ 2 00 0 2 0	Φ 2 00 7 00	Φ 2 00 7 00	Φ204.227	Φ204.224
Strategic Planning Management & Admin.	\$200,059	\$308,709	\$308,709	\$284,225	\$284,224
TOTAL	\$200,059	\$308,709	\$308,709	\$284,225	\$284,224

^{*}Amounts reflect transfers due to organizational structure changes.

Strategic Planning and Corporate Development- Project Management Operating Expenses

Project Management. Evaluate and facilitate several major projects and systems which involve all or most of the City's departments, such as the Capital Improvement Process (CIP) budget project, position control module project, and an electronic time keeping system. This group provides City-wide management for special projects ensuring consistent, cost effective, and high quality results.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)		2	2	2	2
Personal Services	\$0	\$99,242	\$99,242	\$99,257	\$99,257
Employee Benefits	0	30,029	30,029	29,884	29,883
Training & Meetings	0	0	0	1,000	1,000
TOTAL	\$0	\$129,271	\$129,271	\$130,141	\$130,140
ACTIVITY COST					
Project Management	0	\$129,271	\$129,271	\$130,141	\$130,140
TOTAL	\$0	\$129,271	\$129,271	\$130,141	\$130,140

^{*}Amounts reflect transfers due to organizational structure changes.

Strategic Planning and Corporate Development – Communications & Marketing Operating Expenses

Communications & Marketing. The focus is on proactive communication with city council, citizens, employees, and others. Efforts will be concentrated on communication counseling and assistance for departments and staff; media relations; neighborhood communications; business communications; communicating on the Internet and Intranet; communicating on Cable Channel 6; and employee communication.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	3	3	3	3	3
Personal Services	\$95,035	\$99,540	\$99,540	\$98,240	\$110,461
Employee Benefits		28,547	28,547	28,082	34,717
Supplies & Materials	4,911	4,425	4,425	6,004	6,385
Internal Service Charges	3,468	2,910	2,910	3,000	3,000
Equipment Replacement/Additions	157	0	0	0	0
Utilities	382	1,700	1,700	700	700
Contractual Services	9,248	12,370	12,370	12,370	12,370
Training & Meetings	2,246	2,600	2,600	2,600	2,600
Miscellaneous Expenses	7,098	9,450	9,450	6,450	6,450
TOTAL	\$122,545	\$161,542	\$161,542	\$157,446	\$176,683
ACTIVITY COST					
Public Information	\$122,545	\$161,542	\$161,542	\$157,446	\$176,683
TOTAL	\$122,545	\$161,542	\$161,542	\$157,446	\$176,683

Strategic Planning and Corporate Development – Citizens First Operating Expenses

Citizens First Information Center. Ensures that each citizen interaction results in satisfaction through the provision of accurate, timely and easily understood information. Collects and analyzes statistical data on customer needs and organizational interaction and satisfaction levels to ensure high quality of service delivery.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	3	4	4	4	4
Personal Services	\$2,419	\$95,550	\$95,550	\$105,222	\$122,850
Employee Benefits	0	32,821	32,821	35,222	36,781
Supplies & Materials	0	2,000	2,000	2,000	2,000
Internal Service Charges	0	2,000	2,000	2,000	2,000
Equipment Replacement/Additions	14,207	0	0	0	0
Utilities	0	1,500	1,500	1,500	1,500
Contractual Services	3,007	27,500	27,500	28,290	28,290
Training & Meetings	0	4,000	4,000	4,000	4,000
Miscellaneous Expenses	202	2,500	2,500	2,500	2,500
TOTAL	\$ 19,835	\$ 167,871	\$ 167,871	\$ 180,734	\$ 199,921
ACTIVITY COST					
Customer Service Center	\$ 19,835	\$ 167,871	\$ 167,871	\$ 180,734	\$ 199,921
TOTAL	\$ 19,835	\$ 167,871	\$ 167,871	\$ 180,734	\$ 199,921

Strategic Planning and Corporate Development – Human Resources Operating Expenses

Human Resources Division: The Office of Human Resources provides a full range of human resource services for internal and external customers. Services include recruitment and placement, compensation, benefits management, human resources information system development and maintenance, employee relations, employee and management counseling, training and employee development.

The Divisional Mission: "To support results oriented government by effectively recruiting, developing and rewarding a workforce that meets current and future organizational needs, by aligning and managing human resource systems for effective customer service and by partnering with others to plan for the future."

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	7	8	8	8	8
Personal Services	\$207,360	\$328,133	\$328,133	\$328,453	\$328,453
Employee Benefits	0	101,619	101,619	102,274	101,494
Tuition Reimbursement	12,774	12,000	30,000	30,000	30,000
Supplies & Materials	18,865	10,000	10,000	10,200	15,397
Equipment Operation & Maintenance	24	0	0	500	500
Internal Service Charges	8,648	3,065	3,065	3,126	3,126
Equipment Replacement/Additions	282	3,000	25,190	3,060	3,060
Rentals & Leases	0	0	28,200	3,322	3,322
Utilities	1,953	1,800	1,800	1,800	1,800
Contractual Services	34,299	21,750	21,750	22,185	22,185
Training & Meetings	731	20,000	20,000	19,600	19,600
Miscellaneous Expenses	15,485	16,766	16,766	17,101	17,101
TOTAL	\$300,421	\$518,133	\$586,523	\$541,621	\$546,038
ACTIVITY COST					
Human Resources	\$300,421	\$518,133	\$586,523	\$541,621	\$546,038
TOTAL	\$300,421	\$518,133	\$586,523	\$541,621	\$546,038

Strategic Planning & Corporate Development – Human Resources Occupational Health Operating Expenses

Occupational Health. The Occupational Health Program provides on-site medical services to employees. The services include the initial assessment and treatment of work injuries, pre-employment and periodic physical exams, pre-employment and random drug and alcohol screening, treatment of minor personal illnesses, follow-up treatment and vaccinations. The program links medical care with the City's benefit and safety programs to help manage costs and provide effective service to employees.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	1	1	1	1	1
Personal Services	\$10,769	\$33,384	\$33,384	\$53,082	\$53,082
Employee Benefits		11,484	11,484	12,453	12,455
Supplies & Materials	3,876	1,000	1,000	3,000	3,000
Equipment Replacement/Additions	4,835	0	0	0	0
Rentals & Leases	0	12,000	12,000	0	0
Utilities	75	0	0	0	0
Contractual Services	19,007	22,266	25,422	68,570	68,570
Training & Meetings	445	1,000	1,000	1,000	1,000
Miscellaneous Expenses	135	4,000	4,000	2,800	2,800
TOTAL	\$39,142	\$85,134	\$88,290	\$140,905	\$140,907
ACTIVITY COST					
Occupational Health Services	\$39,142	\$85,134	\$88,290	\$140,905	\$140,907
TOTAL	\$39,142	\$85,134	\$88,290	\$140,905	\$140,907

Constitutional Mandated Group

Virginia's constitution mandates that Lynchburg has these officials and organizations.

State Treasurer. Elected by City residents, the State Treasurer pay jurors and collects state income tax, estimated state income tax, capital tax, and state license fees.

Commissioner of Revenue. Elected by City residents, the Commissioner assesses personal property, machinery/tools, and business/professional licenses; and bank stock, public service corporation, and estimated taxes. The Commissioner prepares and audits state income tax returns, provides tax relief for the elderly, furnishes information on local and State tax issues, and maintains the automotive decal file.

Registrar. Appointed by the Board of Elections, the Registrar maintains the active voter list, arranges facilities for voter registration and voting, and conducts elections.

Circuit Court (Twenty-fourth Circuit Court). This court operates at the jury trial level and has jurisdiction for criminal and civil cases in Lynchburg, the City of Bedford, and Amherst, Bedford, Campbell, and Nelson Counties.

General District Court. This as a "court not of record" and has limited jurisdiction, with cases heard by a judge but no jury. In civil disputes, the Court has original jurisdiction in cases of less than \$1,000. It shares jurisdiction with the Circuit Court in cases between \$1,000 and \$10,000. The court handles adult misdemeanors and preliminary hearings in felony cases.

Juvenile and Domestic Relations Court. This court hears and determines cases involving juveniles, including delinquency-status offenses, custody, support, child abuse and neglect, and adult criminal cases (misdemeanors and preliminary felony hearings) when a child or family member is the alleged victim.

Twenty-fourth Court Service Unit. This group provides intake, probation, and parole services for those persons within the jurisdiction of the Juvenile and Domestic Relations Court. These include intake services for delinquency, children in need of service or supervision, mental commitments, and spousal abuse matters. The Service Unit is also responsible for predisposition and custody investigations, juvenile probation and parole supervision, special placements, family counseling, and mediation services.

Commonwealth Attorney. Elected by City residents, the Commonwealth Attorney investigates crimes in the City and prosecutes criminal law violations. The Attorney also investigates criminal misconduct; prosecutes all warrants, indictments or information charging a felony; and prosecutes misdemeanors or other violations of state law and City ordinances.

Magistrate's Office. A judicial officer, the Magistrate reviews complaints by law enforcement officers and citizens before issuing arrest warrants, summonses, subpoenas, search warrants, civil warrants, mental emergency custody orders, and emergency protective orders. The Magistrate conducts bail hearings in criminal cases and accepts payments for certain traffic infractions and misdemeanors.

Circuit Court Clerk. Elected by City residents, the Clerk is an administrative officer of the Court of Record. The Clerk keeps all permanent records concerning real estate, estates, marriages, and divorces, and has the authority to probate wills, grant administration of estates, and appoint guardians.

City Sheriff. Elected by City residents, the Sheriff operates the City Sheriff's Office, which enforces court orders, issues summonses for witnesses and jurors in civil cases, and furnishes bailiffs to courts.

Constitutional Mandated Group

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	60	60	60	62	62
Personal Services	\$2,029,280	\$2,244,639	\$2,244,639	\$2,305,090	\$2,258,928
Employee Benefits	0	88,654	88,654	490,105	703,319
Supplies & Materials	140,082	150,882	209,423	152,207	169,733
Equipment Operation & Maintenance	1,022	0	0	0	0
Gasoline/Diesel Fuel	9,507	14,000	14,000	12,000	12,000
Internal Service Charges	20,391	37,103	37,057	30,076	30,578
Equipment Replacement/Additions	179,646	108,563	171,296	121,664	118,914
Rentals & Leases	25,173	40,849	41,199	42,715	43,065
Utilities	59,568	54,691	72,141	51,670	51,670
Insurance	0	711	711	500	500
Building/Grounds Maintenance	1,894	12,380	11,944	24,030	19,280
Contractual Services	299,754	235,333	274,895	267,224	261,679
Training & Meetings	41,200	32,920	32,920	32,920	30,420
Miscellaneous Expenses	22,024	11,384	11,554	11,632	11,132
TOTAL	\$2,829,541	\$3,032,109	\$3,210,433	\$3,541,833	\$3,711,218
Less Revenue from the State	(1,909,236)	(1.854.630)	(1,854,639)	(1 010 007)	(1 010 007)
TOTAL	\$920,305	\$1,177,470	\$1,355,794	\$1,630,926	\$1,800,311
TOTAL	Ψ <i>72</i> 0,303	Ψ1,177,470	Ψ1,333,774	Ψ1,030,720	Ψ1,000,511
ACTIVITY COST					
State Treasurer	\$94,349	\$107,654	\$107,654	\$107,654	\$141,207
Commissioner of Revenue	462,516	500,690	500,460	500,460	605,692
Registrar	129,664	145,586	162,336	162,336	145,693
Circuit Court - Judges	97,100	133,713	133,713	133,713	133,652
General District Court	61,642	64,764	68,425	68,425	76,152
Juvenile Domestic Relations Court	21,757	21,703	24,928	24,928	21,703
Circuit Court Service Unit	4,568	5,640	5,640	5,640	5,640
Commonwealth Attorney	625,689	665,478	721,279	721,279	882,039
Magistrate's Office	9,400	4,600	4,600	4,600	4,923
Circuit Court Clerk	49,672	45,492	45,492	45,492	47,192
City Sheriff	1,273,184	1,336,789	1,435,906	1,336,789	1,647,325
TOTAL	\$2,829,541	\$3,032,109	\$3,210,433	\$3,111,316	\$3,711,218
•					

Civic, Community, and Regional Organizations

The City makes grants of money to organizations that provide development, environmental protection, health, and other services to the community. Below are their names and the amount of money given to each.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Blue Ridge Emergency Medical Services	\$3,404	\$3,466	\$3,466	\$3,466	\$3,466
Central Lynchburg	51,285	20,736	20,736	20,736	20,736
Central Virginia Area Agency on Aging	5,200	5,200	5,200	5,200	5,200
Central Virginia Planning District Commission	17,604	19,548	19,548	19,548	19,548
Child Resource Care Center	25,000	25,000	25,000	25,000	25,000
City Cemetery	0	0	0	0	70,000
Community Services Board	381,140	396,081	396,081	396,081	414,286
Court Appointed Special Advocate	10,557	10,557	10,557	10,557	10,557
CVCC Board and Related Operations	1,944	2,032	2,032	2,032	2,032
Greater Lynchburg Transmit Company	370,411	370,411	370,411	370,411	370,411
Keep Lynchburg Beautiful Committee	607	500	500	500	500
Keep Virginia Beautiful Committee	100	100	100	100	100
Legal Aid Society	9,960	9,960	9,960	9,960	9,960
Lynchburg Chamber of Commerce	7,500	7,500	7,500	7,500	7,500
Lynchburg Chamber of Commerce - Tourism	302,600	333,837	333,837	342,832	414,902
Lynchburg Humane Society	55,968	55,693	55,235	55,693	55,693
Lynchburg Lifesaving/Rescue Operation	6,321	6,000	6,000	6,000	6,000
Partnership for Prevention of Substance Abuse	19,200	19,200	19,200	19,200	19,200
Region 2000	66,049	66,049	66,049	64,800	64,800
Robert E. Lee Soil Conservation District	8,613	8,613	8,613	8,613	8,613
Virginia State Chamber of Commerce	200	200	200	200	200
VPI Extension Service	20,177	24,615	31,155	24,615	24,615
TOTAL	\$1,363,840	\$1,385,298	\$1,391,380	\$1,393,044	\$1,553,319

Transfers/Non-Departmental Payments

Accrued Compensation Plan: Periodically, each pay cycle for the City has 27 payrolls during the fiscal year instead of 26 payrolls. Each year, the City transfers an amount into the plan to cover the additional payrolls as they occur.

Airport Fund Transfer: Transfer from the General Fund to the Airport Fund to support this activity.

Auditing Services: Amount budgeted for external auditing services for the City's annual independent financial audit. Proposed to be transferred to Internal Audit.

Banking Services: Amount paid to commercial banks for City banking service charges. Proposed to be transferred to Financial Services.

Community-Wide Festivals: Includes support for Bateau, James River festivals, and others. Transferred to Parks and Recreation beginning FY 2000/2001.

Compensation plan adjustment: Amount set aside for employee compensation adjustments including merit amounts, reclassifications and structure adjustments. Proposed to be transferred to Human Resources.

Comprehensive Services Act: The local match amount mandated by the Commonwealth of Virginia for Comprehensive Services programs. Proposed to be transferred to Human Services.

Debt Administration: The estimated amount for payment of principal and interest on bonded indebtedness obligations of the City.

Employee Benefits: Workers compensation and other benefit payments as required by the fringe benefit program.

Fleet Replacement transfer: For the Internal Services Fund for vehicle replacement.

Holy Cross Church Lease: Land lease for the parking deck at Eighth and Clay Street. Proposed to be transferred to Public Works.

GIS: (Geographical Information System) For implementation and maintenance of the GIS Master Plan including databases such as topography, water and sewer lines, real estate parcels, roads, zoning, sites and others. Proposed to be transferred to Information Technology.

Health Operations Program: The local match for the Lynchburg Health Department supported by the Commonwealth of Virginia.

Indigent Hospitalization: The local match amount for the Virginia Department of Medical Assistance.

Masters of Public Administration: Educational aid for employees participating in the Masters of Public Administration program through Virginia Tech. Proposed to be transferred to Human Resources.

Transfers/Non-Departmental Payments (continued)

Other Non Departmental: Miscellaneous amounts for small non-departmental programs. Amount budgeted for 2000-01 is for transportation infrastructure. Proposed to be transferred to departments responsible for the items.

Postage: Postage and mail service for the City maintained by the Procurement Office.

Partnership for Urban Virginia: City contribution to the Urban Partnership.

Self-insurance Fund Transfer: Amount transferred to the Self-insurance fund for insurance payments for the City.

Solid Waste Fund Payments: Transfer to the Solid Waste Fund for disposing of on-street debris.

Solid Waste Fund Transfer: Supports sale of refuse collection tags and decals.

Time & Attendance: Amount set aside for implementation needs for an automated time and attendance collection system.

Utility Fund payments: Transfer to the Water Fund for City's fire hydrant use.

Year 2000 Payroll/Human Resource: Amount set aside for annual training for the payroll system.

Transfers/Non-Departmental Payments

Lynchburg's government makes payments for service and transfers funds from the General Fund to other operating units and agencies of the City. These include:

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY		77700	77700	00,01	
Accrued Compensation Plan Transfer	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Airport Fund Transfer	504,149	988,456	988,456	503,371	503,371
Auditing Services	71,382	53,272	53,272	78,899	80,833
Banking Services	61,313	49,600	49,600	49,600	49,600
Community-wide Festivals	4,926	36,222	90,763	0	0
Compensation Plan Adjustment	0	452,746	452,746	1,842,834	1,434,698
Comprehensive Service Act	898,450	616,645	616,645	616,645	616,645
Employee Benefits	9,496,600	1,605,353	1,689,353	936,508	980,459
Financial Advisory Services	0	5,000	5,000	5,000	5,000
Fleet Service Operating Transfer	155,816	152,696	152,696	745,712	593,016
Fleet Replacement Transfer	0	0	0	348,189	348,189
GIS System	93,474	78,705	400,778	78,705	78,705
Health Operations Program	675,449	675,449	675,449	675,449	675,449
Holy Cross Church Lease	24,914	25,110	25,110	25,110	25,110
Indigent Hospitalization Program	8,539	9,135	9,135	28,516	28,516
Masters of Public Administration	8,187	41,900	60,013	41,900	41,900
Other Non-Department	229,242	30,000	299,412	30,000	33,000
Postage	51,555	67,911	94,911	67,911	2,121
Partnership for Urban Va.	5,000	5,000	5,000	0	0
Self-insurance Fund Transfer	362,545	266,943	279,667	266,943	266,943
Solid Waste Fund Transfer	734,943	732,529	732,529	732,529	732,529
Solid Waste Fund Payment	168,617	168,617	168,617	168,617	168,617
Time and Attendance	0	11,113	11,113	11,113	0
Utility Fund payment	282,744	282,744	282,744	282,744	282,744
Year 2000 Payroll/Human Resource	136,080	1,000	44,983	1,000	0
TOTAL	\$14,098,925	\$6,481,146	\$7,312,992	\$7,662,295	\$7,072,445

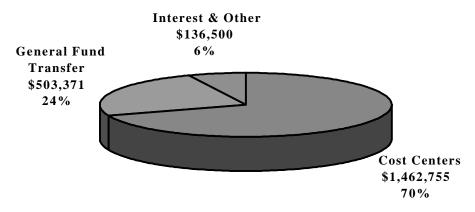
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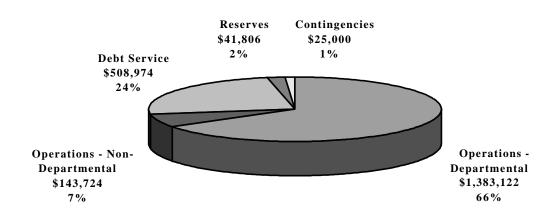
Lynchburg Regional Airport

Lynchburg's Regional Airport is the main commercial-service airport serving the City and the surrounding four-county region. It is served by three schedule airlines and handles 200,000 passengers a year. The airport is home base to about 60 private and business aircraft. The Federal Aviation Administration (FAA) owns and operates the air traffic control facility at the airport. Lynchburg's Economic Development Department – Airport Administration manages the operations, safety, security, and capital improvements required by the FAA; maintains the airport complex; responds to crash, fire, medical, and other emergencies; promotes the airport; and administers contracts with airlines and concessions. Airport Fund revenues are from fees, leases, or rents paid by airlines, the fixed base operator that services private and business aircraft, and other concessionaires.

FY 00/01 REVENUES \$2,102,626



FY 00/01 EXPENDITURES \$2,102,626



Airport Fund Summary

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
BEGINNING FUNDS	\$0	\$0	\$0	\$0	\$0
REVENUES:					
Cost Centers	\$1,153,457	\$1,139,965	\$1,224,965	\$1,462,755	\$1,462,755
General Fund Transfer	570,777	988,456	988,456	503,371	503,371
Interest & Other	170,431	118,500	175,979	136,500	136,500
TOTAL REVENUES	\$1,894,665	\$2,246,921	\$2,389,400	\$2,102,626	\$2,102,626
EXPENDITURES					
Operations - Departmental	\$1,280,071	\$1,414,800	\$1,457,408	\$1,383,122	\$1,383,122
Operations - Non-Departmental	196,497	236,801	336,672	143,724	143,724
Debt Service	509,479	538,965	538,965	508,974	508,974
Reserves	0	0	0	41,806	41,806
Contingencies	0	56,355	56,355	25,000	25,000
TOTAL EXPENDITURES	\$1,986,047	\$2,246,921	\$2,389,400	\$2,102,626	\$2,102,626
ENDING FUNDS	\$0	\$0	\$0	\$0	\$0
Key Ratios: General Fund Transfer as a % of Total Expenditures	9%	5%	7%	6%	6%

Airport Fund Revenue Summary

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
COST CENTERS:					
Airfield Cost Center	\$179,141	\$188,000	\$204,000	\$182,000	\$182,000
Terminal Cost Center	830,255	805,875	808,875	1,047,825	1,047,825
General Aviation Cost Center	144,061	146,090	212,090	162,400	162,400
Other Airport Cost Center	0	0	0	70,530	70,530
TOTAL COST CENTERS	\$1,153,457	\$1,139,965	\$1,224,965	\$1,462,755	\$1,462,755
Charges for Services	\$1,360	\$4,000	\$4,000	\$4,000	\$4,000
Miscellaneous Revenue	41	0	0	0	0
General Fund Transfer	570,777	988,456	988,456	503,371	503,371
TOTAL TRANSFER & OTHER	\$572,178	\$992,456	\$992,456	\$507,371	\$507,371
INTEREST & OTHER:					
Interest	\$32,037	\$24,500	\$24,500	\$20,000	\$20,000
State-Aid	136,993	90,000	90,000	112,500	112,500
All Other		0	57,479	0	0
TOTAL INTEREST & OTHER	\$169,030	\$114,500	\$171,979	\$132,500	\$132,500
GRAND TOTAL	\$1,894,665	\$2,246,921	\$2,389,400	\$2,102,626	\$2,102,626

Airport Fund Expenditure Summary

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	15	15	16	21	21
Personal Services	\$585,323	\$705,391	\$705,391	\$678,988	\$678,988
Employee Benefits	181,256	212,279	220,469	204,164	204,164
Supplies & Materials	25,257	30,082	34,082	42,830	42,830
Chemicals	17,341	18,000	18,000	18,000	18,000
Gas/Diesel Fuel	3,279	3,553	3,553	3,553	3,553
Equipment Operations and Maintenance	195	0	0	0	0
Internal Services Charges	16,213	14,042	14,042	8,240	8,240
Equipment Replacement/Additions	63,810	3,657	17,657	3,000	3,000
Rentals & Leases	2,079	2,580	2,580	2,450	2,450
Utilities	141,592	149,445	149,445	138,934	138,934
Buildings & Grounds Maintenance	39,997	39,407	42,057	25,459	25,459
Contractual Services	124,103	117,314	129,082	113,794	113,794
Training & Meetings	12,116	14,950	14,950	13,700	13,700
Airport Maintenance	63,405	100,000	100,000	125,000	125,000
Misc. Expenses	4,105	4,100	6,100	5,010	5,010
TOTAL	\$1,280,071	\$1,414,800	\$1,457,408	\$1,383,122	\$1,383,122
NON-DEPARTMENTAL					
General Fund Payments	\$130,609	\$191,338	\$191,338	\$103,737	\$103,737
Independent Financial Audit	17,010	16,848	16,848	12,987	12,987
Customer Accounts	0	2,000	2,000	2,000	2,000
Year 2000 Payroll/Human Resources	4,121	1,615	1,615	0	0
All Other	44,757	25,000	124,871	25,000	25,000
TOTAL	\$196,497	\$236,801	\$336,672	\$143,724	\$143,724

Airport Terminal Operating Expenses (formerly Public Works)

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	6	6	6	8	8
Personal Services	\$103,317	\$140,155	\$140,155	\$176,764	\$176,764
Employee Benefits	37,834	42,395	42,395	55,826	55,826
Supplies & Materials	9,711	11,505	11,505	19,220	19,220
Gasoline & Diesel Fuel	0	166	166	983	983
Internal Services Charges	0	140	140	2,140	2,140
Equipment Replacement/Additions	2,925	2,657	2,657	0	0
Rentals & Leases	0	0	0	100	100
Utilities	97,716	100,795	100,795	95,954	95,954
Buildings and Grounds Maintenance	26,586	17,773	17,773	13,928	13,928
Contractual Services	47,958	64,624	64,624	69,606	69,606
Training and Meetings	630	500	500	500	500
Misc. Expenses	15	50	50	50	50
TOTAL	\$326,692	\$380,760	\$380,760	\$435,071	\$435,071
ACTIVITY COST					
Maintain Airfield	\$3,594	\$4,188	\$4,188	\$4,786	\$4,786
Maintain Buildings	170,533	198,757	198,757	227,107	227,107
Maintain Grounds	83,306	97,094	97,094	110,943	110,943
Provide Custodial Maintenance	69,259	80,721	80,721	92,235	92,235
TOTAL	\$326,692	\$380,760	\$380,760	\$435,071	\$435,071

Airport Administration Operating Expenses

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	4	4	5	5	5
Personal Services	\$124,877	\$182,858	\$206,858	\$196,268	\$196,268
Employee Benefits	31,346	55,923	64,583	61,062	61,062
Supplies & Materials	7,046	5,000	5,000	8,200	8,200
Chemicals	17,341	18,000	18,000	0	0
Equipment Operations & Maintenance	195	0	0	0	0
Internal Services Charges	14	150	150	0	0
Equipment Replacement/Additions	5,405	1,000	1,000	3,000	3,000
Rentals & Leases	2,051	2,580	2,580	2,350	2,350
Utilities	8,715	7,000	7,000	4,320	4,320
Contractual Services	60,805	36,180	43,949	25,912	25,912
Training and Meetings	8,061	11,250	11,250	10,500	10,500
Misc. Expenses	4,081	4,000	4,000	4,810	4,810
TOTAL	\$269,937	\$323,941	\$364,370	\$316,422	\$316,422
ACTIVITY COST					
Manage Airport Operations	\$57,767	\$69,323	\$77,975	\$67,714	\$67,714
Management & Administrative Support	132,539	159,055	178,906	155,363	155,363
Airport Marketing	79,631	95,563	107,489	93,344	93,344
TOTAL	\$269,937	\$323,941	\$364,370	\$316,422	\$316,422

Airport Airfield Operating Expenses (formerly Public Works)

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	1	1	1	3	3
Personal Services	\$41,526	\$42,884	\$42,884	\$112,901	\$112,901
Employee Benefits	8,586	8,555	8,605	28,187	28,187
Supplies & Materials	2,155	2,450	2,450	13,350	13,350
Chemicals	0	0	0	18,000	18,000
Gasoline & Diesel Fuel	854	1,000	1,000	2,500	2,500
Internal Services Charges	3,647	1,200	1,200	6,100	6,100
Equipment Replacement/Additions	350	0	0	0	0
Rentals & Leases	28	0	0	0	0
Utilities	10,354	18,104	18,104	20,381	20,381
Buildings and Grounds Maintenance	7,119	7,200	9,850	7,200	7,200
Contractual Services	9,010	7,429	7,429	13,013	13,013
Training and Meetings	0	0	0	1,500	1,500
Airport Maintenance**	12,275	0	0	125,000	125,000
Misc. Expenses	9	0	0	50	50
TOTAL	\$95,913	\$88,822	\$91,522	\$348,182	\$348,182

^{**}Airport Maintenance is nonrecurring maintenance that State funds up to 90%; not previously Public Works budget.

ACTIVITY COST

Maintain Airfield	\$36,159	\$33,486	\$34,504	\$131,265	\$131,265
Maintain Grounds	40,283	37,305	38,439	146,236	146,236
Equipment Maintenance	3,741	3,464	3,569	13,579	13,579
Custodial Maintenance	15,730	14,567	15,010	57,102	57,102
TOTAL	\$95,913	\$88,822	\$91,522	\$348,182	\$348,182

Airport General Aviation Operating Expenses

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	0	0	0	1	1
Personal Services	\$0	\$865	\$865	\$19,877	\$19,877
Employee Benefits	0	66	66	6,767	6,767
Supplies & Materials	0	0	0	150	150
Utilities	17,049	17,499	17,499	6,623	6,623
Buildings and Grounds Maintenance	3,018	4,331	4,331	1,500	1,500
Contractual Services	2,399	4,250	4,250	275	275
Misc. Expenses	0	0	0	100	100
TOTAL	\$ 22,466	\$ 27,011	\$ 27,011	\$ 35,292	\$ 35,292
ACTIVITY COST					
Maintain General Aviation Facilities	\$ 22,466	\$ 27,011	\$ 27,011	\$ 35,292	\$ 35,292
TOTAL	\$ 22,466	\$ 27,011	\$ 27,011	\$ 35,292	\$ 35,292

Airport Other Expenses (New Cost Center on 7/1/00)

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	0	0	0	0	0
Supplies & Materials	\$0	\$0	\$0	\$100	\$100
Utilities	0	0	0	10,876	10,876
Buildings and Grounds Maintenance	0	0	0	2,831	2,831
Contractual Services	0	0	0	4,338	4,338
TOTAL	\$0	\$0	\$0	\$18,145	\$18,145
ACTIVITY COST					
Other Airport Activities	\$0	\$0	\$0	\$18,145	\$18,145
TOTAL	\$0	\$0	\$0	\$18,145	\$18,145

Airport Fire Airfield Operating Expenses

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	4	4	4	4	4
Personal Services	\$167,048	\$172,284	\$172,284	\$173,178	\$173,178
Employee Benefits	50,772	52,566	52,566	52,322	52,322
Supplies & Materials	1,071	1,752	1,752	1,810	1,810
Gasoline	0	70	70	70	70
Utilities	561	750	750	780	780
Contractual Services	786	650	650	650	650
Training and Meetings	847	1,200	1,200	1,200	1,200
TOTAL	\$221,085	\$229,272	\$229,272	\$230,010	\$230,010
ACTIVITY COST					
Provide Fire and Rescue Services	\$221,085	\$229,272	\$229,272	\$230,010	\$230,010
TOTAL	\$221,085	\$229,272	\$229,272	\$230,010	\$230,010

Sewer Fund Description

The Public Works Department operates a regional wastewater treatment plant that can treat up to 22 million gallons a day of domestic and industrial wastewater. Wastewater is treated to Federal and State water quality standards before being discharged into the James River. Wastewater service is provided to approximately 80% of the citizens and businesses in Lynchburg. Service is also provided to parts of Amherst, Bedford and Campbell Counties through wholesale contract agreements. The Public Works Department also cleans, monitors and repairs the wastewater collection system, including an extensive network of sanitary and combined sanitary/storm drains. The City built its original combined sewer system at the turn of the century and is now renovating it to meet new federal and state standards. Since 1993, the Public Works Department has reduced the volume of CSO (sewerage that overflows into streams and creeks from combined sewers) by approximately 50% and closed 68 out of 132 CSO overflow points. Total elimination of CSO's will take between 15 to 30 years depending upon the levels of Federal and State assistance that is received.

Program Goals

The Public Works Department's general goals for the program are to (1) to collect and treat wastewater in a manner that meets Federal and State rules and regulations, (2) provide pollution and flood control through storm and sanitary sewer maintenance, (3) eliminate Combined Sewer Overflows (CSO) in a timeframe consistent with the Sewer Fund's financial capability and (4) treat wastewater to meet national environmental stream standards and promote general health and welfare of area residents. Specific goals for FY 2000/2001 include:

- Obtain operating efficiencies and cost savings at the wastewater treatment plant.
- Initiate odor control projects at the wastewater treatment plant.
- Implement activity based costing and performance measurement systems.
- With the cooperation of the U.S. Army Corps of Engineers, evaluate the effectiveness of the CSO program and revise priorities as needed.
- Develop a long-term strategy for completing the CSO program and addressing other regulatory requirements.

Key Metrics

	Actual	Actual	Actual	Est.	Proposed
	96/97	97/98	98/99	99/00	00/01
1. Avg. wastewater treated in million gallons/day	12.2	13.5	12.7	13.2	13.2
2. Number of customers	16,200	16,327	16,418	16,518	16,418
3. Avg. monthly residential bill @ 9 hcf/mo.	\$28.94	\$30.02	\$31.19	\$32.36	\$33.89
4. Customer collection rate	99%+	99%+	99%+	99%+	99%+
5. Number of employees at year end	41	48	43	45	50
6. Remaining CSO outfalls	78	68	64	58	53
7. Capital expenditures	\$19.6M	\$19.7M	\$16.2M	\$18.6M	\$15.5M
8. Non-departmental exp. as a % of budget	30%	27%	27%	27%	30%
9. Debt coverage – 1.2 target	1.41	1.47	1.31	1.23	1.23
10. Debt/customer	\$3,201	\$4,542	\$5,370	\$5,692	\$5,903
11. Fund balance	\$.9M	\$1.4M	\$.7M	\$1.3M	\$1.2M
12. Fund balance as a % of fund expenses–20% target	8%	14%	6%	11%	15%

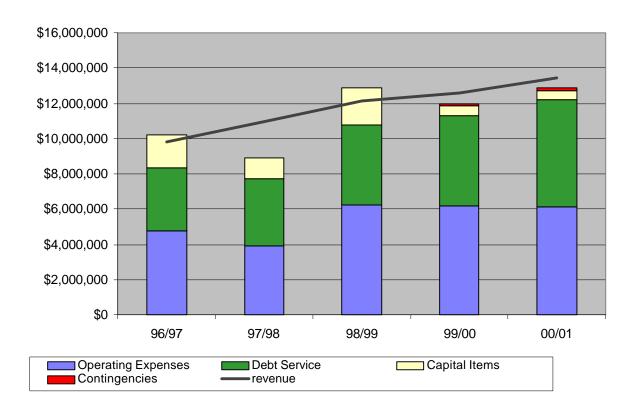
Program Assessment

The City's sewer system has been burdened by a two and one-half year construction program at the wastewater treatment plant. The plant should be completed and fully operational by the fourth quarter of FY 99/00 and cost reductions should begin to occur in FY 00/01. The upgraded plant will provide sufficient capacity to meet the City's economic development needs and comply with existing permit conditions.

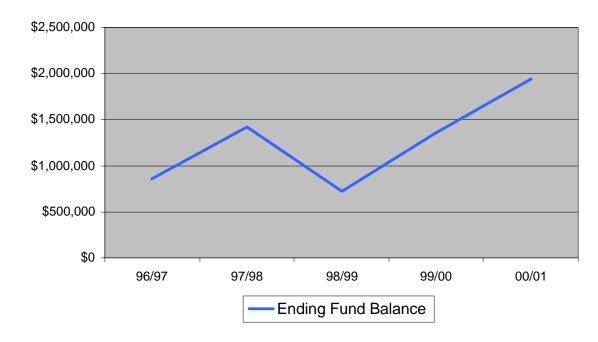
Sewer rates, debt levels, capital expenditures and fund balance amounts are all governed by the terms of a Special Order with the Virignia Department of Environmental Quality (DEQ). The Special Order requires the City to (1) annually increase sewer rates at a level consistent with estimated increases in Medium Household Income (MHI) in Lynchburg, (2) increase debt based on a prescribed formula inorder to fund CSO and water quality projects and (3) maintain a fund balance that does not exceed 20% of annual fund expenses. All of the Special Order provisions have been achieved, however, the fund balance amount has been at less than desirable levels. Management intends to gradually increase the fund balance to the amounts allowed by the Special Order.

Sewer Fund Summary

Revenues & Expenses



Ending Funds



Sewer Fund Summary

	Actual	Adopted	Estimated	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BEGINNING FUNDS	\$1,424,584	\$684,437	\$719,534	\$1,352,664	\$1,352,664
REVENUE					
Charges for Services	\$9,369,233	\$10,182,682	\$9,746,218	\$10,325,006	\$10,325,006
Sewer Contracts	2,595,534	2,538,646	2,745,272	2,991,713	2,991,713
Interest & Other	201,863	109,500	129,500	129,500	129,500
TOTAL REVENUE	\$12,166,630	\$12,830,828	\$12,620,990	\$13,446,219	\$13,446,219
EXPENSES					
Operating -Departmental	\$4,553,883	\$4,265,986	\$4,450,993	\$4,113,492	\$4,343,995
Operating -Non-Departmental	1,664,746	1,710,838	1,730,679	1,714,562	1,784,059
Debt Service	4,553,051	5,205,882	5,131,375	6,056,870	6,056,870
Capital Purchases	237,762	265,000	124,813	125,000	0
Capital Transfer	1,862,238	125,000	400,000	700,000	525,000
Contingencies	0	150,000	150,000	150,000	150,000
TOTAL EXPENSES	\$12,871,680	\$11,722,706	\$11,987,860	\$12,859,924	\$12,859,924
ENDING FUNDS	\$719,534	\$1,792,559	\$1,352,664	\$1,938,959	\$1,938,959
Key Ratios:					
Ending Funds as a % of fund					
Expenses - 20% target	6%	15%	11%	15%	15%
Debt Coverage - 1.2 target	1.31	1.29	1.23	1.23	1.20

Sewer Fund Revenue Summary

Actual	Adopted	Estimated	Proposed	Adopted
98/99	99/00	99/00	00/01	00/01
\$8,433,993	\$9,204,936	\$8,815,040	\$9,309,400	\$9,309,400
406,504	400,000	408,508	410,512	410,512
221,449	293,028	228,092	234,935	234,935
0	0	0	100,000	100,000
44,742	50,000	50,000	50,000	50,000
13,107	24,105	13,500	13,905	13,905
243,532	200,000	225,000	200,000	200,000
5,906	10,613	6,078	6,254	6,254
\$9,369,233	\$10,182,682	\$9,746,218	\$10,325,006	\$10,325,006
\$182,701	\$192,548	\$184,617	\$315,197	\$315,197
160,934	134,840	174,729	272,822	272,822
173,009	175,258	183,088	190,640	190,640
2,078,890	2,036,000	2,202,838	2,213,054	2,213,054
\$2,595,534	\$2,538,646	\$2,745,272	\$2,991,713	\$2,991,713
\$156,144	\$70,000	\$90,000	\$90,000	\$90,000
0	0	0	0	0
45,719	39,500	39,500	39,500	39,500
\$201,863	\$109,500	\$129,500	\$129,500	\$129,500
\$12,166,630	\$12,830,828	\$12 620 990	\$13 446 219	\$13.446.219
	\$8,433,993 406,504 221,449 0 44,742 13,107 243,532 5,906 \$9,369,233 \$182,701 160,934 173,009 2,078,890 \$2,595,534 \$156,144 0 45,719 \$201,863	\$8,433,993 \$9,204,936 406,504 400,000 221,449 293,028 0 0 44,742 50,000 13,107 24,105 243,532 200,000 5,906 10,613 \$9,369,233 \$10,182,682 \$182,701 \$192,548 160,934 134,840 173,009 175,258 2,078,890 2,036,000 \$2,595,534 \$2,538,646 \$156,144 \$70,000 0 0 45,719 39,500 \$201,863 \$109,500	\$8,433,993 \$9,204,936 \$8,815,040 406,504 400,000 408,508 221,449 293,028 228,092 0 0 0 0 44,742 50,000 50,000 13,107 24,105 13,500 243,532 200,000 225,000 5,906 10,613 6,078 \$9,369,233 \$10,182,682 \$9,746,218 \$182,701 \$192,548 \$184,617 160,934 134,840 174,729 173,009 175,258 183,088 2,078,890 2,036,000 2,202,838 \$2,595,534 \$2,538,646 \$2,745,272 \$156,144 \$70,000 \$90,000 0 0 45,719 39,500 \$90,500 \$201,863 \$109,500 \$129,500	98/99 99/00 99/00 00/01 \$8,433,993 \$9,204,936 \$8,815,040 \$9,309,400 406,504 400,000 408,508 410,512 221,449 293,028 228,092 234,935 0 0 0 100,000 44,742 50,000 50,000 50,000 13,107 24,105 13,500 13,905 243,532 200,000 225,000 200,000 5,906 10,613 6,078 6,254 \$9,369,233 \$10,182,682 \$9,746,218 \$10,325,006 \$182,701 \$192,548 \$184,617 \$315,197 160,934 134,840 174,729 272,822 173,009 175,258 183,088 190,640 2,078,890 2,036,000 2,202,838 2,213,054 \$2,595,534 \$2,538,646 \$2,745,272 \$2,991,713 \$156,144 \$70,000 \$90,000 \$90,000 0 0 0 0 45,719

Summary

Sewer	Fund	Expe	enditure	<i>Summary</i>
201101	1 00,000	- John C	· · · · · · · · · · · · · · · · · · ·	Section to the first of the section of

•	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
DEPARTMENTAL					
Personal Services	\$1,169,300	\$1,261,498	\$1,204,819	\$1,293,150	\$1,372,588
Fringe benefits	363,358	442,482	428,724	420,966	484,411
Supplies & Materials	336,049	274,955	289,649	280,300	317,674
Sludge disposal - landfill	631,500	631,500	631,500	631,500	631,500
Chemicals	549,990	446,801	478,000	489,000	499,000
Gasoline / fuel	10,222	13,366	9,300	13,551	13,966
Internal service charges	36,177	24,800	35,000	35,040	37,040
Capital Purchases	0	0	0	0	125,000
Rentals & leases	16,922	2,980	8,914	2,850	8,450
Utilities	564,184	578,575	516,775	542,375	429,700
Building & grounds	4,160	10,881	10,500	8,500	10,881
Contractual Services (a)	842,114	547,758	822,210	373,350	378,350
Training & meetings	5,246	13,000	6,900	8,000	13,000
Misc.	24,661	17,390	8,702	14,910	22,435
TOTAL	\$4,553,883	\$4,265,986	\$4,450,993	\$4,113,492	\$4,343,995
					_
NON-DEPARTMENTAL					
General Fund Payments	\$953,935	\$953,935	\$953,935	\$953,935	\$953,935
Water Fund Payments	343,724	343,724	343,724	343,724	343,724
Self Insurance	49,463	50,947	50,947	52,475	52,475
Financial audit	18,070	20,130	18,612	21,000	21,000
Est. uncollectible accounts	17,784	18,495	18,495	19,235	19,235
Financial services	20,218	55,896	80,000	60,000	60,000
Banking services	5,173	4,429	5,328	5,488	5,488
Legal & professional (a)	0	0	0	180,000	180,000
GIS related	187,056	249,153	173,638	78,705	78,705
ABC related	9,252	0	65,000	0	0
Y2K related	53,657	9,700	21,000	0	0
All Other	6,414	4,429	0	0	69,497
TOTAL	\$1,664,746	\$1,710,838	\$1,730,679	\$1,714,562	\$1,784,059

Notes:

(a) Legal and professional fees have been reclassified as a Non-Departmental expense in the FY 00/01 Proposed Budget. Legal and professional fees are included in contractual services in all other years.

Sewer Fund Wastewater Treatment

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
BY OBJECT CODE					
Personal services	\$829,294	\$855,836	\$805,000	\$829,150	\$836,053
Fringe benefits	250,347	293,012	292,000	254,000	293,038
Supplies & materials	253,552	207,350	207,000	200,000	231,687
Sludge disposal - landfill	631,500	631,500	631,500	631,500	631,500
Chemicals	549,990	446,801	478,000	489,000	499,000
Gasoline / fuel	2,278	2,815	2,000	3,000	2,815
Internal service charges	1,090	1,200	1,000	2,000	2,000
Capital Purchases	0	0	0	0	25,000
Rentals & leases	16,212	2,130	8,000	2,000	2,100
Utilities	549,899	565,500	500,000	525,000	407,000
Utilities - natural gas	9,394	12,500	12,500	12,875	17,000
Utilities - fuel oil	101	0	0	0	0
Buildings & grounds	4,029	10,381	10,000	8,000	10,381
Contractual services	610,695	417,600	525,000	240,000	240,000
Training & meetings	2,938	10,000	4,000	5,000	10,000
Misc.	18,622	15,335	2,000	7,810	15,335
TOTAL	\$3,729,941	\$3,471,960	\$3,478,000	\$3,209,335	\$3,222,909
BY ACTIVITY					
Operate the plant	\$1,091,990	\$1,016,463	\$1,018,231	\$939,576	\$943,550
Perform solids handling	1,725,362	1,606,028	1,608,822	1,484,545	1,490,824
Maintain the plant	576,069	536,225	537,158	495,664	497,760
Laboratory sampling & analysis	165,001	153,589	153,856	141,971	142,571
Industrial monitoring	55,930	52,062	52,153	48,124	48,328
Training & meetings	68,897	64,132	64,244	59,281	59,532
Adm. & general	46,691	43,462	43,537	40,174	40,344
TOTAL		\$3,471,960			
PERFORMANCE DATA					
# of personnel	26	32	26	32	32
Avg. daily flow in mgd	12.7	0	13.2	13.2	13.2
Avg. daily BOD in lbs.	38,253	0	41,350	40,000	40,000
Avg. daily TSS in lbs.	38,025	0	40,588	40,000	40,000
Sludge landfilled in tons	36,107	0	49,486	29,200	29,200
Sludge hauled in tons	4,244	0	3,217	0	0
# of pretreatment inspections	223	0	200	200	200
Total cost / mg of flow	\$804.65	0	\$721.88	\$666.11	\$668.93

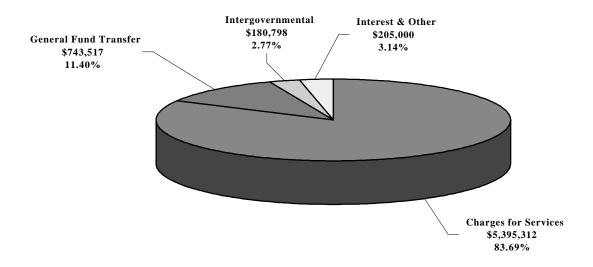
Sewer Fund – Sewer Line Maintenance

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
BY OBJECT CODE					
Personal services	\$340,006	\$405,662	\$399,819	\$464,000	\$536,535
Fringe benefits	113,011	149,470	136,724	166,966	191,373
Supplies & materials	82,497	67,605	82,649	80,300	85,987
Gasoline / fuel	7,944	10,551	7,300	10,551	11,151
Internal service charges	35,087	23,600	34,000	33,040	35,040
Capital Purchases	0	0	0	0	100,000
Rentals & leases	710	850	914	850	6,350
Utilities	4,790	575	4,275	4,500	5,700
Buildings & grounds	131	500	500	500	500
Contractual services	231,419	130,158	297,210	133,350	138,350
Training & meetings	2,308	3,000	2,900	3,000	3,000
Misc.	6,039	2,055	6,702	7,100	7,100
TOTAL	\$823,942	\$794,026	\$972,993	\$904,157	\$1,121,086
BY ACTIVITY					
Repair utility cuts	\$53,790	\$51,837	\$52,768	\$56,762	¢70 201
<u> </u>	\$33,790 78,607	75,753	72,059	100,574	\$70,381 124,704
Manhole / storm line repairs TV inspection of lines	67,898	65,433	66,832	71,613	88,795
Inlet cleaning	133,582	128,732	135,282	140,260	173,912
CSO maintenance	65,254	62,885	63,347	68,971	85,519
Install & maintain sewer service	104,551	100,755	79,152	85,143	105,571
Emergency calls	35,684	34,388	47,046	35,656	44,211
Respond to customers	77,286	74,480	71,485	86,682	107,479
Yard operations	26,894	25,918	26,384	28,381	35,190
Service for other departments	58,899	56,760	237,809	88,898	110,227
Training & meetings	83,137	80,118	83,866	100,627	124,770
Adm. & general	38,360	36,967	36,963	40,590	50,329
TOTAL	\$823,942	\$794,026	\$972,993	\$904,157	\$1,121,086
- -					
PERFORMANCE DATA	4.5	10	10	10	10
Number of Personnel (FTE)	17	18	18	18	18
# of utility cuts	15	0	59	59	59
# of manholes / line repairs	26	0	149	149	149
LF of lines TV inspected	15,025	0	71,820	71,820	71,820
LF of sewer line cleaned	47,859	0	172,836	172,836	172,836
# of inlets cleaned	1,534	0	2,573	2,573	2,573
# of inlets repaired	63	0	82	82	82
# of new services installed	61	0	108	108	108

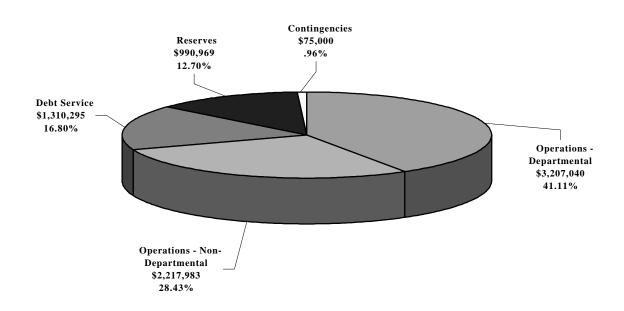
Solid Waste Fund Description

Public Works does weekly refuse pickup at homes and small businesses, and collects bulk items such as furniture and appliances on an on-call basis. It runs a sanitary landfill to collect and process solid waste, including hazardous waste, wood products, metals, and tires. Maintenance includes ground water monitoring and leachate and methane management. The division has nine facilities for public recycling of glass, plastic, newspaper, cans, and mixed paper. It works with 70 groups who volunteer to collect litter and trash along designated streets.

FY 00/01 REVENUES



FY 00/01 EXPENDITURES



Solid Waste Fund Summary	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BEGINNING FUNDS	\$4,498,287	\$ 3,741,924	\$4,152,464	\$3,565,659	\$3,565,659
REVENUES					
Charges for Services	5,662,564	5,323,158	5,717,997	5,395,312	5,395,312
General Fund Transfer	732,529	732,529		743,517	743,517
Intergovernmental	0	0		180,798	180,798
Interest & Other	355,669	197,500	205,000	205,000	205,000
Transfer from Equipment Reserves	0	0	412,288	0	0
TOTAL REVENUES	6,750,762	6,253,187	7,106,668	6,524,627	6,524,627
EXPENDITURES					
Operating -Departmental	3,103,630	3,044,536	3,597,479	3,200,835	3,207,040
Operating-Non-Departmental	1,090,473	1,316,403		871,188	2,217,983
Debt Service	1,426,091	1,359,375		1,310,295	1,310,295
Transfer to Closure Reserve	384,648	243,595		364,306	
Transfer to Heavy Equip. & Repair	476,260	444,000			590,163
Transfer to Various Reserves	27,058	5,300	64,490		0
Capital Transfer	536,500	36,500	36,500	36,500	36,500
Reserve for Contingencies	0	75,000	0	75,000	75,000
Carryovers and Contingency	243,547	0	0	0	0
TOTAL EXPENDITURES	7,288,207	6,524,709	7,693,473	6,448,287	7,801,287
ENDING FUNDS	\$3,960,842	\$3,470,402	\$3,565,659	\$3,641,999	\$2,288,999
Key Ratios:					
Ending Balance as a % of Total					
Expenditures	54%	53%	43%	52%	52%
Debt Service Ratio	1.38	1.36	1.46	1.87	1.87
170					

Solid Waste Fund Revenue Summary

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
CHARGES FOR SERVICES					
Contract Hauler Disposal Fees	\$2,496,321	\$2,443,248	\$2,528,400	\$2,528,400	\$2,528,400
Contract Industrial Disposal Fees	891,168	710,693	953,380	666,695	666,695
Sludge Disposal	631,500	631,500	631,500	631,500	631,500
Solid Waste Gate Fees	603,638	637,500	673,500	637,500	637,500
Tag Sales	558,887	559,000	585,000	585,000	585,000
Decal Sales	172,674	170,000	175,000	175,000	175,000
General Fund-On Street Debris	168,617	168,617	168,617	168,617	168,617
Brush and Bulk Collection Program	0	0	38,854	180,798	180,798
All Others	2,600	2,600	2,600	2,600	2,600
TOTAL CHARGES FOR SERVICES	\$5,525,405	\$5,323,158	\$5,756,851	\$5,576,110	\$5,576,110
General Fund Transfer	732,529	732,529	732,529	743,517	743,517
Transfer from Reserve	0	0	412,288	0	0
TOTAL	732,529	732,529	1,144,817	743,517	743,517
,					
INTEREST & OTHER					
Interest	218,453	190,000	200,000	200,000	200,000
All Other	8,700	7,500	5,000	5,000	5,000
TOTAL INTEREST & OTHER	227,153	197,500	205,000	205,000	205,000
GRAND TOTAL	\$6,485,087	\$6,253,187	\$7,106,668	\$6,524,627	\$6,524,627

Solid Waste Fund Operating Expenses	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BUDGET SUMMARY					
Personnel (FTE)	43	44	43	43.33	43.33
Personal Services	\$1,057,653	\$1,037,764	\$1,113,699	\$1,167,868	\$1,171,659
Employee Benefits	326,307	362,231	373,469	367,677	367,091
Supplies & Materials	99,640	89,896	91,146	97,000	97,000
Gas/Diesel Fuel	146,311	78,000	81,250	117,906	117,906
Internal Services Charges	171,945	186,080	168,225	147,912	147,912
Equipment Replacement/Additions	294,898	161,096	498,493	162,096	162,096
Rentals & Leases	190,749	288,870	288,870	159,260	159,260
Utilities & Natural Gas	30,500	30,500	47,000	31,500	31,500
Buildings & Grounds Maintenance	155,777	144,020	144,020	146,820	146,820
Contractual Services	770,867	588,444	758,012	765,163	768,163
Training & Meetings	25,150	24,150	24,150	23,650	23,650
Misc. Expenses	7,895	7,895	9,145	13,983	13,983
TOTAL	\$3,277,692	\$2,998,946	\$3,597,479	\$3,200,835	\$3,207,040
NON-DEPARTMENTAL					
General Fund Payments	\$585,248	\$585,248	\$585,248	\$585,248	\$585,248
Trash Tag System Transfer	76,945	76,945	76,945	76,945	76,945
Retail Handler's Fee	16,859	20,000	20,000	20,000	20,000
GIS Related	131,332	94,055	127,044	68,125	68,125
Debt Service	1,426,091	1,359,375	1,359,375	1,310,295	1,310,295
Land acquisition and Y2K Items	18,415	6,468	6468	0	0
Transfer to Solid Waste Capital Fund	536,500	36,500	36500	36500	36500
Transfer to Pleasant Valley/Tyreeanna	50,000	0	0	0	0
All Other	211,672	538,987	670,819	120,870	120,870
TOTAL	\$3,053,062	\$2,717,578	\$2,882,399	\$2,217,983	\$2,217,983
Activity Cost					
Provide Refuse Collection	\$794,840	\$727,244	\$872,389	\$776,202	\$777,707
Provide Landfill Operations	1,578,209	1,443,992	1,732,186	1,541,202	1,544,190
1 10 vide Editariii Operations			, , ,		
Provide Drop-off Recycling	139,957	128,055	153,612	136,676	136,941
•	139,957 764,686	128,055 699,654	153,612 839,292	136,676 746,755	136,941 748,202

\$3,277,692 \$2,998,946

\$3,597,479

\$3,200,835

\$3,207,040

TOTAL

Solid Waste Fund – Landfill Operating Expenses

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
Budget Summary:					
Personnel (FTE)	23	23	23	23	23
Personal Services	\$611,016	\$660,830	\$660,830	\$660,830	\$664,621
Employee Benefits	180,122	221,936	221,936	211,112	212,025
Supplies & Materials	91,819	80,000	80,000	80,000	80,000
Gas/Diesel Fuel	47,993	50,000	50,000	80,000	80,000
Internal Services Charges	3,089	5,000	5,000	1,000	1,000
Equipment Replacement/Additions	44,354	42,000	42,000	42,000	42,000
Rentals & Leases	238,844	238,045	238,045	85,000	85,000
Utilities & Natural Gas	31,274	42,000	42,000	23,500	23,500
Buildings & Grounds Maintenance	179,828	142,520	142,520	142,520	142,520
Contractual Services	677,118	551,783	685,257	697,167	697,167
Training & Meetings	17,116	20,150	20,150	20,150	20,150
Misc. Expenses	46,054	5,000	5,000	10,000	10,000
TOTAL	\$2,168,627	\$2,059,264	\$2,192,738	\$2,053,279	\$2,057,983
ACTIVITY COST					
Provide Curbside Pickup	\$26,024	\$24,711	\$26,313	\$24,639	\$24,696
Disposal of Buried Trash	965,039	916,372	975,768	913,709	915,802
Disposal NonBuried Trash	403,365	383,023	407,849	381,910	382,785
Other Programs	281,922	267,704	285,056	266,926	267,538
Maintain/Operate Drop-off Sites	4,337	4,119	4,385	4,107	4,116
Provide Public Education Programs	4,337	4,119	4,385	4,107	4,116
Provide Mngt. & Operations Support	483,604	459,216	488,981	457,881	458,930
TOTAL	\$2,168,627	\$2,059,264	\$2,192,738	\$2,053,279	\$2,057,983

Solid Waste Fund – Refuse Collection Operating Expenses

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 00/01	Adopted 00/01
BUDGET SUMMARY					
Personnel (FTE)	15	15	15	15	15
Personal Services	\$369,084	\$320,843	\$320,843	\$320,843	\$320,843
Employee Benefits	98,072	115,279	115,279	109,931	109,931
Supplies & Materials	5,864	4,640	4,640	10,000	10,000
Gas/Diesel Fuel	11,207	20,000	20,000	21,041	21,041
Internal Services Charges	85,986	151,486	151,486	146,912	146,912
Equipment Replacement/Additions	186,725	119,096	119,096	119,096	119,096
Rentals & Leases	30	565	565	0	0
Utilities	1,610	4,000	4,000	6,000	6,000
Buildings & Grounds Maintenance	1,177	500	500	1,300	1,300
Contractual Services	34,118	17,000	17,000	26,958	3 26,958
Training & Meetings	819	2,000	2,000	2,000	2,000
Misc. Expenses	213	2,000	2,000	2,000	2,000
TOTAL	794,905	757,409	757,409	766,081	766,081

ACTIVITY COST

Provide Curbside Pickup	\$724,158	\$690,000	\$690,000	\$697,900	\$697,900
Provide Bulk Pickup	36,566	34,841	34,841	35,240	35,240
Provide Litter Control	28,617	27,267	27,267	27,579	27,579
Provide Management & Admin. Support	5,564	5,302	5,302	5,363	5,363
TOTAL	\$794,905	\$757,409	\$757,409	\$766,081	\$766,081

Solid Waste Fund – Drop-off Recycling Operating Expenses

Actual	Adopted	Amended	Proposed	Adopted
98/99	99/00	99/00	00/01	00/01
4	4	4	3.33	3.33
\$7 <u>\$</u> 0 <u>\$</u> 7	\$100.422	\$100.422	\$7 <i>Q 755</i>	\$78,755
. ,	,	ŕ	•	26,160
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ŕ	,	ŕ	•	2,000
	,	,		11,865
	11,739	11,739	0	0
1,129	0	0	1,000	1,000
0	50,260	50,260	50,260	50,260
0	1,000	1,000	2,000	2,000
6,515	1,000	1,000	3,000	3,000
15,964	12,537	12,537	24,638	24,638
518	2,000	2,000	1,500	1,500
1,225	895	895	1,000	1,000
\$140,102	\$227,863	\$227,863	\$202,178	\$202,178
\$124,551	\$202,570	\$202,570	\$179,736	\$179,736
3,783	6,152	6,152	5,459	5,459
11,769	19,140	19,140	16,983	16,983
\$140,102	\$227,863	\$227,863	\$202,178	\$202,178
	98/99 4 \$78,987 24,961 6,368 4,435 0 1,129 0 6,515 15,964 518 1,225 \$140,102 \$124,551 3,783 11,769	98/99 99/00 4 4 \$78,987 \$100,422 24,961 34,754 6,368 5,256 4,435 8,000 0 11,739 1,129 0 0 50,260 0 1,000 6,515 1,000 15,964 12,537 518 2,000 1,225 895 \$140,102 \$227,863 \$124,551 \$202,570 3,783 6,152 11,769 19,140	98/99 99/00 99/00 4 4 4 \$78,987 \$100,422 \$100,422 24,961 34,754 34,754 6,368 5,256 5,256 4,435 8,000 8,000 0 11,739 11,739 1,129 0 0 0 50,260 50,260 0 1,000 1,000 15,964 12,537 12,537 518 2,000 2,000 1,225 895 895 \$140,102 \$227,863 \$227,863 \$124,551 \$202,570 \$202,570 3,783 6,152 6,152 11,769 19,140 19,140	\$78,987 \$100,422 \$100,422 \$78,755 24,961 34,754 34,754 26,160 6,368 5,256 5,256 2,000 4,435 8,000 8,000 11,865 0 11,739 11,739 0 1,000 0 50,260 50,260 50,260 0 1,000 1,000 2,000 6,515 1,000 1,000 3,000 15,964 12,537 12,537 24,638 518 2,000 2,000 1,500 1,225 895 895 1,000 \$140,102 \$227,863 \$227,863 \$202,178 \$124,551 \$202,570 \$202,570 \$179,736 3,783 6,152 6,152 5,459 11,769 19,140 19,140 16,983

Solid Waste Fund – Brush Collection Operating Expenses

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	00/01*	00/01*
BUDGET SUMMARY					
Personnel (FTE)	0	0	0	2	2
Personal Services	\$0	\$0	\$0	\$107,440	\$107,440
Employee Benefits	0	0	0	18,975	18,975
Supplies & Materials	0	0	0	5,000	5,000
Gas/Diesel Fuel	0	0	0	5,000	5,000
Internal Services Charges	0	0	0	0	0
Equipment Replacement/Additions	0	0	0	0	0
Rentals & Leases	0	0	0	24,000	24,000
Utilities & Natural Gas	0	0	0	0	0
Buildings & Grounds Maintenance	0	0	0	0	0
Contractual Services	0	0	0	19,400	19,400
Training & Meetings	0	0	0	0	0
Misc. Expenses	0	0	0	983	983
TOTAL	\$0	\$0	\$0	\$180,798	\$180,798
ACTIVITY COST					
Collection of Brush and Bulk Waste	\$0	\$0	\$0	\$180,798	\$180,798
TOTAL	\$0	\$0	\$0	\$180,798	\$180,798

^{*} Brush Collection operations will begin this Fiscal year.

Water Fund Description

Lynchburg has one of the nation's oldest public water systems. Today, the system is managed by the Public Works Department and furnishes safe drinking water to 70,000 City residents and businesses. It also delivers water to Amherst, Bedford and Campbell Counties under wholesale contract agreements. Lynchburg's raw water comes from the Pedlar Reservoir, a protected watershed in the George Washington National Forest and, in dry or emergency situations, from the James River. The system can deliver up to 26 million gallons of water a day from two water treatment plants. Total treated water storage capacity is approximately 35 million gallons. Water is delivered through a 450-mile network of transmission and distribution lines, 13 water storage tanks and 7 major pump stations.

Program Goals

The Public Works Department's general goals for the program are to (1) operate and maintain the water system in accordance with Federal and State rules and regulations, (2) provide safe, palatable, tasteless and odor-free water on an uninterrupted basis to all customers in sufficient volume and pressure and (3) provide fire protection service throughout the City. Specific goals for FY 2000/2001 include:

- Select a Utilities Administrator and build an effective management team.
- Evaluate alternative treatment technologies to ensure compliance with Federal regulations and reduce the reliance on chlorine as a disinfectant.
- Implement activity based costing and performance measurement systems in all divisions.
- Develop strategies for expanding the water system and increasing the water revenue base.
- Prepare a comprehensive water master plan including an evaluation of the current water infrastructure.

Key Metrics

	Actual	Actual	Actual	Est.	Proposed
	96/97	97/98	98/99	99/00	00/01
1. Avg. water produces in million gallons/day	10.8	10.7	11.4	12.5	12.5
2. Avg. water produced/day in peak Summer mo.	13.5	13.0	13.9	0	0
3. Unbilled water %	20%	18%	19%	18%	18%
4. Number of customers	19,958	20,211	20,332	20,400	20,500
5. Avg. monthly residential bill @ 9 hcf/mo.	\$14.18	\$14.63	\$15.17	\$15.53	\$15.88
6. Customer collection rate	99%+	99%+	99%+	99%+	99%+
7. Number of employees at year end	49	55	53	53	56
8. Number of collections per employee	407	367	384	385	366
9. Capital Expenditures	\$3.5M	\$3.0M	\$4.1M	\$5.5M	\$5.0M
10.Non-departmental exp. as a % of budget	25%	24%	25%	26%	21%
11.Debt coverage – 1.2 target	1.37	1.47	1.42	1.44	1.35
12.Debt/customer	\$718	\$791	\$865	\$940	\$1,016
13.Fund balance	\$4.5M	\$4.5M	\$4.0M	\$4.3M	\$4.2M
14.Fund balance as a % of fund expenses – 40% target	63%	63%	47%	55%	51%

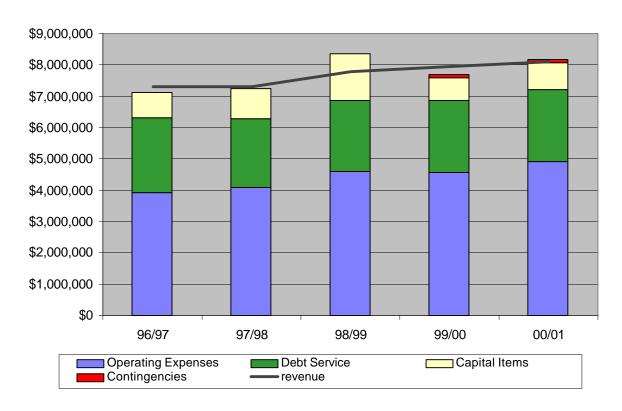
Program Assessment

The City's water system has a stable customer base, low rates and plenty of capacity to meet the economic development needs of the City and nearby communities. Further, the system is able to meet peak summertime use even in drought conditions. Based on information provided by consultants and other third parties, staff believes the general efficiency metrics (unbilled water % and number of connections per employee) compare favorably to industry averages. Non-departmental expenses are also believed to be in an acceptable range and should decrease in the future.

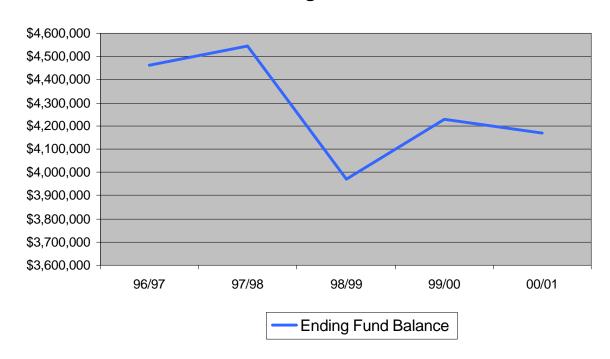
Capital expenditures have increased slightly over historical amounts due to recent and planned projects needed to rehabilitate parts of the system and to comply with provisions of the Safe Drinking Water Act. Financially, the Water Fund is believed to be in a very strong credit position. The metrics for debt coverage, debt per customer and fund balance as a percent of total expenditures are believed to exceed the requirements of the financial community.

Water Fund Summary

Revenues & Expenses



Ending Funds



Water Fund Summary

	Actual	Adopted	Estimated	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
BEGINNING FUNDS	\$4,542,455	\$3,929,724	\$3,972,567	\$4,230,830	\$4,230,830
REVENUES					
Charges for Services	\$5,938,316	\$6,032,757	\$6,112,491	\$6,257,374	\$6,257,374
Water Contracts	1,602,017	1,536,188	1,607,223	1,622,163	1,622,163
Interest & Other	259,208	223,996	230,500	230,500	230,500
TOTAL REVENUES	\$7,799,541	\$7,792,941	\$7,950,214	\$8,110,037	\$8,110,037
EXPENDITURES					
Operating -Departmental	\$3,444,633	\$3,445,465	\$3,387,145	\$3,932,719	\$3,789,870
Operating-Non-Departmental	1,135,280	991,056	1,183,574	978,957	1,121,806
Debt Service Payments	2,266,914	2,246,388	2,277,903	2,291,564	2,291,564
Capital Purchases	356,905	193,800	43,329	70,000	70,000
Capital Transfers	1,165,697	700,000	700,000	800,000	800,000
Contingencies	0	100,000	100,000	100,000	100,000
TOTAL EXPENDITURES	\$8,369,429	\$7,676,709	\$7,691,951	\$8,173,240	\$8,173,240
ENDING FUNDS	\$3,972,567	\$4,045,956	\$4,230,830	\$4,167,627	\$4,167,627
Key Ratios:					
Ending Funds as a % of fund					
Expenses - 40% target	47%	53%	55%	51%	51%
Debt Coverage - 1.2 target	1.42	1.45	1.44	1.35	1.35

Water Fund Revenue Summary

	Actual	Adopted	Estimated	Proposed	Adopted
	98/99	99/00	99/00	00/01	00/01
CHARGES FOR SERVICES					
Water Sales	\$4,425,891	\$4,581,741	\$4,584,220	\$4,741,983	\$4,741,983
Meter Charges	497,665	489,600	499,392	500,000	500,000
Sewer Fund Charges	343,728	343,724	343,724	343,724	343,724
General Fund Hydrant Charges	282,744	288,399	288,399	294,167	294,167
Availability/Connection Fees	204,110	150,000	175,000	150,000	150,000
Cut-on/off Charges	89,070	74,263	90,851	92,668	92,668
Delinquent Account Fees	49,181	29,705	50,656	52,176	52,176
Fire protection Fees	43,276	45,619	44,574	45,912	45,912
Water Cost Plus	30,439	25,462	31,352	32,293	32,293
All Others	(27,788)	4,244	4,323	4,451	4,451
TOTAL	\$5,938,316	\$6,032,757	\$6,112,491	\$6,257,374	\$6,257,374
WATER CONTRACTS					
Amherst	\$135,787	\$104,000	\$130,000	\$119,340	\$119,340
Bedford	661,395	615,888	667,800	708,402	708,402
Campbell	18,921	14,000	14,000	18,760	18,760
Industrial	785,914	802,300	795,423	775,661	775,661
TOTAL	\$1,602,017	\$1,536,188	\$1,607,223	\$1,622,163	\$1,622,163
INTEREST & OTHER					
Interest	249,816	218,496	225,000	225,000	225,000
All Other	9,392	5,500	5,500	5,500	5,500
TOTAL INTEREST & OTHER	\$259,208	\$223,996	\$230,500	\$230,500	\$230,500
ENDING FUNDS	\$7,799,541	\$7,792,941	\$7,950,214	\$8,110,037	\$8,110,037

Water Fund Expenditure Summary

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
DEPARTMENTAL					
Personal Services	\$1,487,966	\$1,628,283	\$1,543,876	\$1,764,801	\$1,595,840
Employee Benefits	483,119	611,744	526,252	642,311	597,912
Supplies & Materials	324,711	318,528	351,522	367,400	367,921
Chemicals	216,644	213,200	263,674	264,000	264,000
Gas/Diesel Fuel	8,754	14,979	7,800	14,979	14,979
Internal Services Charges	25,153	26,088	23,600	36,523	36,523
Capital Purchases	0	0	0	0	70,000
Rentals & Leases	8,203	6,675	8,238	8,200	8,200
Utilities	294,562	239,235	264,841	368,600	368,600
Buildings & Grounds Maintenance	8,544	9,000	7,750	9,000	9,000
Contractual Services	418,300	225,116	210,863	274,400	274,400
Training & Meetings	10,827	11,033	19,400	19,000	19,000
Engineering Services	115,152	95,289	114,700	116,000	116,000
Misc. Expenses	42,698	46,295	44,629	47,505	47,495
TOTAL	\$3,444,633	\$3,445,465	\$3,387,145	\$3,932,719	\$3,789,870
NON-DEPARTMENTAL					
General Fund Payments	\$826,031	\$826,031	\$826,031	\$826,031	\$826,031
Self Insurance	60,454	60,455	60,455	60,455	60,455
Financial audit	15,454	19,744	15,918	20,000	20,000
Est. uncollectable accounts	31,723	32,676	32,675	33,328	33,328
Financial services	21,379	0	40,000	0	0
Banking services	6,323	5,150	6,513	6,643	6,643
Y2K & contingency planning	139,803	8,090	38,190	0	0
Consumer confidence report	0	0	33,888	0	0
GIS upgrades	21,981	33,860	48,904	21,500	21,500
ABC related	0	0	75,000	0	0
All Other-Includes Reserves	12,132	5,050	6,000	11,000	153,849
TOTAL	\$1,135,280	\$991,056	\$1,183,574	\$978,957	\$1,121,806

Water Fund – Water Treatment

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
BY OBJECT CODE					
Personal services	\$636,954	\$667,904	\$656,504	\$703,055	\$649,906
Fringe benefits	210,804	242,571	211,249	246,069	232,217
Supplies & materials	101,420	62,430	81,450	81,150	81,150
Chemicals	216,644	213,200	263,674	264,000	264,000
Gasoline / fuel	1,326	2,626	1,000	2,626	2,626
Internal service charges	3,247	2,450	2,500	3,430	3,430
Capital Purchases	0	0	0	0	10,000
Rentals & leases	2,216	825	2,200	2,200	2,200
Utilities	268,903	221,412	240,000	245,000	241,500
Utilities - gas	10,925	13,500	10,741	10,000	13,500
Utilities - fuel	155	250	1,000	500	500
Utilities - sewer	0	0	0	100,000	100,000
Buildings & grounds	8,436	8,500	7,500	8,500	8,500
Contractual services	212,104	80,334	89,349	84,900	84,900
Training & meetings	5,003	2,400	7,000	7,000	7,000
Misc., including. Operations fee	39,647	42,540	42,017	43,840	43,840
TOTAL	\$1,717,784	\$1,560,942	\$1,616,184	\$1,802,270	\$1,745,269
BY ACTIVITY					
Maintain Pedlar Reservoir	\$48,874	\$47,074	\$47,343	\$47,476	\$45,974
Operate the water plants, tanks	. ,	. ,	. ,	. ,	. ,
and pump stations	1,226,604	1,088,545	1,190,537	1,302,311	1,261,122
Maintain the water plants, tanks	, ,	, ,	, ,	, ,	, ,
and pump stations	218,742	183,533	196,954	203,352	196,921
General maintenance	60,573	61,362	33,286	81,415	78,840
Laboratory analysis	54,796	83,046	51,009	66,432	64,331
Training & meetings	68,837	61,957	61,118	65,714	63,636
Adm. & general	39,358	35,425	35,937	35,570	34,445
TOTAL	\$1,717,784	\$1,560,942	\$1,616,184	\$1,802,270	\$1,745,269
PERFORMANCE DATA					
# of Personnel (FTE)	23	23	22	23	23
Water produced - Pedlar	10.04	0.00	10.70	10.70	10.70
Water produced - James River	2.31	0.00	1.33	1.33	1.33
Water treated - College Hill	6.57	0.00	6.60	6.60	6.60
Water treated - Abert	5.84	0.00	5.90	5.90	5.90
Cost of treatment / MG treated	\$379	0.00	\$354	\$395	\$383
Cost of monthly file flower	ΨΟΙΣ	0.00	ΨΟΟΙ	ΨΟ/Ο	Ψ505

Water Fund – Water Line Maintenance

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
BY OBJECT CODE					
Personal services	\$372,969	\$357,113	\$389,611	\$390,774	\$358,136
Fringe benefits	120,611	135,629	132,869	142,927	134,422
Supplies & materials	166,198	198,128	194,700	212,300	212,300
Gasoline / fuel	4,215	7,200	4,600	7,200	7,200
Internal service charges	14,234	18,038	16,000	25,253	25,253
Capital Purchases	0	0	0	0	20,000
Rentals & leases	634	850	1,150	1,000	1,000
Utilities	5,324	520	4,000	4,000	4,000
Buildings & grounds	108	500	250	500	500
Contractual services	176,650	131,857	70,422	114,700	114,700
Training & meetings	1,577	3,000	3,000	3,000	3,000
Miscellaneous	1,593	2,100	600	1,700	1,700
TOTAL	\$864,113	\$854,935	\$817,202	\$903,354	\$882,211
BY ACTIVITY					
Repair utility cuts	\$171,969	\$170,142	\$170,393	\$163,682	\$159,851
Line maintenance & repair	99,862	98,801	70,675	95,725	93,485
Hydrant maintenance & repair	27,084	26,796	22,604	23,052	22,512
Install & maintain water service	249,739	247,086	256,885	289,390	282,617
Emergency calls	31,029	30,699	34,275	37,519	36,641
Respond to customers	63,560	62,885	63,347	68,971	67,357
Yard operations	27,484	27,192	28,127	29,701	29,006
Training & meetings	80,197	79,345	77,723	89,446	87,353
Adm. & general	113,191	111,989	93,173	105,868	103,390
TOTAL	\$864,113	\$854,935	\$817,202	\$903,354	\$882,211
PERFORMANCE DATA					
# of Personnel (FTE)	14	14	14	14	14
# of utility cuts	43	0	178	178	178
# of main repairs	100	0	60	60	60
# of hydrants installed & repaired	37	0	48	48	48
# of new services installed	97	0	113	113	113
# of service renewals	147	0	137	137	137
# of service repairs	198	0	185	185	185

Water Fund – Meter Reading

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
BY OBJECT CODE					
Personal services	\$195,392	\$209,024	\$217,761	\$227,610	\$219,566
Fringe benefits	74,574	86,966	81,334	89,462	85,159
Supplies & materials	51,506	53,470	68,372	66,750	66,750
Gasoline/fuel	2,780	4,048	1,700	4,048	4,048
Internal service charges	4,660	4,450	3,600	6,230	6,230
Capital Purchases	0	0	0	0	20,000
Rentals & leases	73	0	0	0	0
Utilities	3,889	253	4,000	4,000	4,000
Contractual services	8,845	4,450	3,192	4,800	4,800
Training & meetings	1,562	638	4,700	2,000	2,000
Miscellaneous	178	0	220	300	300
TOTAL	\$343,459	\$363,299	\$384,879	\$405,200	\$412,853
BY ACTIVITY					
Scheduled meter reading	\$123,933	\$127,017	\$142,484	\$151,406	\$154,266
Remove & replace meters	30,869	34,993	35,584	37,257	37,961
Turn-on / turn-off service	28,146	31,906	32,445	33,971	34,613
Investigate high / low reads	68,075	74,874	76,139	79,719	81,225
Repair & test meters	24,839	21,804	24,293	25,436	25,916
CSO reporting	2,063	2,181	2,218	2,323	2,367
Training & meetings	13,624	15,095	15,350	16,074	16,378
Adm. & general	51,910	55,429	56,366	59,014	60,129
TOTAL	\$343,459	\$363,299	\$384,879	\$405,200	\$412,853
PERFORMANCE DATA					
# of Personnel (FTE)	8	9	9	9	9
# of meters read per month	0	0	20,000	20,000	20,000
# of meters replaced	0	0	150	150	150
# of high / low investigations	0	0	500	500	500
# of turn-on / turn-offs	0	0	650	650	650
Cost of scheduled meter reading					
per month / meter	0	0	\$0.59	\$0.63	\$0.64

Water Fund – Administration/Engineering

	Actual 98/99	Adopted 99/00	Estimated 99/00	Proposed 00/01	Adopted 00/01
BY OBJECT CODE					
Personal services	\$282,651	\$394,242	\$280,000	\$443,362	\$368,232
Fringe benefits	77,130	146,578	100,800	163,853	146,114
Supplies & materials	5,587	4,500	7,000	7,200	7,721
Gasoline/fuel	433	1,105	500	1,105	1,105
Internal service charges	3,012	1,150	1,500	1,610	1,610
Capital Purchases	0	0	0	0	20,000
Rentals & leases	5,280	5,000	4,888	5,000	5,000
Utilities	5,366	3,300	5,100	5,100	5,100
Contractual services	20,701	8,475	47,900	70,000	70,000
Training & meetings	2,685	4,995	4,700	7,000	7,000
Engineering	115,152	95,289	114,700	116,000	116,000
Miscellaneous	1,281	1,655	1,792	1,665	1,655
TOTAL	\$519,278	\$666,289	\$568,880	\$821,895	\$749,537
BY ACTIVITY					
Manage water & sewer system	\$148,758	\$193,092	\$134,627	\$243,195	\$221,785
Government & regulatory liaison	42,745	45,264	50,693	63,071	57,518
Budget & financial management	56,481	59,807	66,982	74,832	68,244
HR functions	69,483	73,578	82,403	90,430	82,469
Warehousing	29,730	31,481	35,257	37,995	34,650
Training & meetings	98,033	167,144	97,584	205,168	187,105
Adm. & general	74,048	95,923	101,334	107,204	97,766
TOTAL	\$519,278	\$666,289	\$568,880	\$821,895	\$749,537
PERFORMANCE DATA					
# of Personnel (FTE)	8	10	8	10	10
# of staff supervised	94	96	95	96	96
Total Adm. cost as a % of total					
operating budget	4.9%	6.4%	5.1%	7.5%	7.5%

Other Funds

Included in this section are the following special budgeted funds:

E-911/Emergency Communications Center

Internal Services/Fleet Services

Law Library

Museum System

P.I.E.R. Program

Printing Stores

Recreation Programs

Recycling Program

Regional Detention Center

Risk Management

E-911/Emergency Communications Center

This center handles radio communications, police, fire, and ambulance services, including daily operation of the E-911 system. Revenues for this fund come from a tax on telephone service; expenses include new equipment and technology. The City Police Department manages and operates the center.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
BEGINNING BALANCE	\$0	\$750,543	\$781,284	\$205,413	\$205,413
REVENUES					
E-911 Telephone Tax	\$1,005,684	\$1,008,000	\$1,008,000	\$1,080,000	\$1,080,000
Interest Earnings	44,890	30,000	30,000	40,000	40,000
Other	39	0	0	0	0
TOTAL	\$1,050,613	\$1,038,000	\$1,038,000	\$1,120,000	\$1,120,000
EXPENDITURES					
Supplies	\$139	\$12,900	\$12,900	\$2,900	\$2,900
Gasoline/Diesel Fuel	0	500	500	500	500
Equipment Replacement/Additions	855,503	195,807	195,807	199,300	199,300
Rentals and Leases	2,126	2,800	2,800	2,800	2,800
Utilities	141,237	171,400	171,400	190,800	190,800
Building & Grounds Maintenance	1,474	27,010	27,010	10,000	10,000
Contractual Services	92,534	68,290	95,206	95,206	95,206
Training and Meetings	7,360	8,100	8,100	8,100	8,100
Construction	67,005	0	3,825	0	0
Radio Replacement	281,841	0	0	0	0
Debt	95,323	96,042	96,042	99,468	99,468
Lease Financing Agreement	332,968	347,900	347,900	344,400	344,400
General Fund Payment	115,300	115,300	115,300	152,800	152,800
Operating Transfer to CVRB Fund	0	132,069	132,069	191,649	191,649
TOTAL	\$1,992,810	\$1,178,118	\$1,208,859	\$1,297,923	\$1,297,923
ENDING BALANCE	\$0	\$610,425	\$610,425	\$27,490	\$27,490

Internal Services/Fleet Services

The Fleet Services Department provides a full spectrum of fleet related services for all city vehicle and small engine equipment customers. These services include vehicle and small engine equipment acquisition and replacement planning, fueling, preventive and routine maintenance. The Department oversees all fueling services within the City and the maintenance and automotive stores facilities within the Public Works complex at 1700 Memorial Avenue.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
BEGINNING BALANCE	\$0	\$447,010	\$430,949	\$0	\$0
REVENUES					
Charges for Services	\$0	\$0	\$0	\$0	\$0
Radio Sales	8,137	0	0	0	0
Warehouse Inventory	328,386	365,000	340,000	413,265	413,265
Fuel Sales	186,296	220,000	250,000	360,464	360,464
Mechanical Work by Vendors	89,772	88,000	130,000	235,662	235,662
Vehicle Administration	0	0	0	186,180	186,180
Transfer in Vehicle Replacement Reserve	0	0	0	348,189	348,189
Labor Sales	162,704	184,000	170,000	565,530	565,530
TOTAL	\$775,295	\$857,000	\$890,000	\$2,109,290	\$2,109,290
EXPENDITURES					
Personnel (FTE)	15	15	15	14	14
Personal Services	\$372,731	\$589,332	\$589,332	\$621,931	\$623,036
Tool Allowance	0	0	0	1,350	1,350
Supplies	10,957	6,934	18,000	44,790	44,790
Chemicals	0	0	375	0	0
Equipment Operation and Maintenance	182	0	2,546	1,500	1,500
Gasoline/Diesel Fuel	1,352	1,701	1,701	1,500	1,500
Internal Services	7,165	10,000	10,000	4,500	4,500
Equipment Replacement/Additions	64,103	9,356	18,818	35,000	383,189
Utilities	236	0	556	25,447	25,447
Buildings and Grounds Maintenance	704	0	47	9,950	9,950
Contractual Services	66,868	21,332	25,332	77,919	77,919
Training and Meetings	5,866	11,500	11,500	26,120	26,120
Stores Expenses	485,929	653,155	641,116	899,869	823,200
Miscellaneous Expenses	1,865	700	1,626	3,555	3,555
Compensation Adjustment Reserve	0	0	0	7,670	22,625
Equipment Replacement Reserve	0	0	0	60,609	60,609
TOTAL	1,017,958	1,304,010	1,320,949	1,821,710	2,109,290

Other Funds Law Library

Law Library

Lynchburg's Law Library is located in the Downtown Branch Library at City Hall and is administered by the Human Services Department, Libraries Division. It provides legal reference materials for attorneys, students, and others with legal research needs.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	0/01	0/01
REVENUES					
Charges for Services	\$65,970	\$60,000	\$60,000	\$60,000	\$60,000
TOTAL	\$65,970	\$60,000	\$60,000	\$60,000	\$60,000
EXPENDITURES					
Supplies	\$48,376	\$32,655	\$32,655	\$33,490	\$33,490
Utilities	302	280	280	280	280
Contractual Services	89	800	800	80	80
Training & Meetings	0	100	100	0	0
Miscellaneous Expenses	30	15	15	0	0
General Fund Payment	26,150	26,150	26,150	26,150	26,150
TOTAL	\$74,947	\$60,000	\$60,000	\$60,000	\$60,000

Other Funds Museum System

Museum System

This fund receives its money from admission and other museum fees, gift sales, grants, and charitable contributions. It is used to fund the Museum System's education, artifact preservation programs, and special projects. The Human Services Department administers the Museum System.

	Actual	Adopted	Amended	Proposed	Adopted
	98/99	99/00	99/00	0/01	0/01
REVENUES					
Charges for Services	\$39,831	\$36,500	\$36,500	\$36,500	\$36,500
TOTAL	\$39,831	\$36,500	\$36,500	\$36,500	\$36,500
EXPENDITURES					
Personal Services	\$1,345	\$5,921	\$5,921	\$5,921	\$5,921
Supplies	3,835	5400	5,400	5,400	5,400
Equipment Replacement	100	100	100	100	100
Contractual Services	2,418	2500	2,500	2,500	2,500
Training and Meetings	350	1000	1,000	1,000	1,000
Miscellaneous Expenses	1,784	2000	2,000	2,000	2,000
General Fund Payment	22,295	19579	19,579	19,579	19,579
TOTAL	\$32,127	\$36,500	\$36,500	\$36,500	\$36,500

Other Funds P.I.E.R. Program

Partners in Emergency Response (P.I.E.R.) Program

The purpose of the Partners in Emergency Response (P.I.E.R.) Program is to form a partnership between the City of Lynchburg (through the Lynchburg Fire Department) and area businesses and industries. The goal of the program is to ensure the continued availability to the City of specialized emergency services.

	Actual 98/99	Adopted 99/00	Amended* 99/00	Proposed 0/01	Adopted 0/01
REVENUES					
Charges for Services	\$0	\$0	\$131,297	\$181,297	\$181,297
Temporary Loan from General Fund	0	0	100,000	0	0
Transfer from General Fund	0	0	44,000	0	0
TOTAL	\$0	\$0	\$275,297	\$181,297	\$181,297
EXPENDITURES					
Personal Services	\$0	\$0	\$92,197	\$47,797	\$47,797
Supplies	0	0	70,000	15,875	15,875
Equipment Replacement/Additions	0	0	35,500	15,875	15,875
Contractual Services	0	0	10,000	15,875	15,875
Training and Meetings	0	0	48,000	15,875	15,875
Major Equipment	0	0	20,000	20,000	20,000
General Fund Payment	0	0	0	50,000	50,000
TOTAL	\$0	\$0	\$275,697	\$181,297	\$181,297

^{*} This fund was established in December 1999

Other Funds Printing Stores

Printing Stores

The Printing Stores serves all City departments through copier services and is provided by the Procurement Office.

	Actual	-	Amended	•	-
	98/99	99/00	99/00	0/01	0/01
BEGINNING BALANCE	\$35,812	\$22,115	\$21,000	\$21,000	\$21,000
REVENUES					
Charges for Services	\$56,522	\$58,000	\$58,000	\$58,000	\$58,000
Encumbrance Amount	0	9,448	15,085	0	0
Transfer from General Fund	0	0	0	0	921
TOTAL REVENUES	\$56,522	\$67,448	\$73,085	\$58,000	\$58,921
EXPENDITURES					
Personnel (FTE)	1	1	1	1	1
Personal Services	\$13,401	\$22,948	\$22,948	\$22,791	\$24,900
Equipment Replacement/Additions	5,994	0	0	0	0
Stores Expenses	26,313	34,000	49,085	34,000	33,100
Miscellaneous Expenses	6,292	0	0	0	0
General Fund Payment	0	1,052	1,052	1,209	0
TOTAL EXPENDITURES	\$52,000	\$58,000	\$73,085	\$58,000	\$58,000
ENDING FUND BALANCE	\$28,540	\$31,563	\$21,000	\$21,000	\$21,921

Recreation Programs

This program is administered by the Human Services Department, Parks and Recreation Division. It provides fee support for activities in athletics, arts, ceramics, ranger and adventure programs, community centers, and senior adult programs.

	Actual	•	Amended	•	•
	98/99	99/00	99/00	0/01	0/01
BEGINNING BALANCE	\$0	\$50,800	\$50,800	\$51,977	\$51,977
REVENUES					
Charges for Services	\$145,431	\$209,600	\$209,600	\$212,775	\$212,775
TOTAL REVENUE	\$145,431	\$209,600	\$209,600	\$212,775	\$212,775
EXPENDITURES					
General Administration	\$12,284	\$31,800	\$31,800	\$31,092	\$31,092
Athletic Programs	61,456	87,500	87,500	88,421	88,421
Naturalist Program	4,703	9,100	9,100	9,106	9,106
Recreation Centers	4,005	6,500	6,500	6,714	6,714
Senior Programs	40,706	65,000	65,000	65,383	65,383
Van/Transportation	0	4,500	4,500	4,577	4,577
Arts Program	16,477	54,000	54,000	57,459	57,459
Ceramics Programs	43	2,000	2,000	2,000	2,000
General Fund Payment	2,100	0	0	0	0
TOTAL	\$141,774	\$260,400	\$260,400	\$264,752	\$264,752

Recycling Program

Revenue from the Recycling Program is used to fund Operation Plant A Tree. Operation Plant A Tree plants new trees and replants/replaces old or dead trees on City right-of-ways.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
REVENUES					
Miscellaneous Income	\$0	\$0	\$7,000	\$7,000	\$7,000
TOTAL REVENUE	\$0	\$0	\$7,000	\$7,000	\$7,000
EXPENDITURES					
Keep Lynchburg Beautiful Committee	\$0	\$0	\$7,000	\$7,000	\$7,000
TOTAL	\$0	\$0	\$7,000	\$7,000	\$7,000

Regional Detention Center

This center provides a secure facility to house and care for juvenile offenders under the purview of the law who are awaiting disposition of their charges by the Juvenile and Domestic Relations Court or transportation to the State Department of Youth Services.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
BEGINNING BALANCE	\$0	\$144,352	\$237,300	\$237,300	\$237,300
REVENUES					
Charges for Services	\$1,152,246	\$1,195,318	\$1,195,318	\$1,299,403	\$1,299,403
Intergovernmental	1,144,356	1,170,345	1,170,345	1,162,179	1,162,179
TOTAL	\$2,296,602	\$2,365,663	\$2,365,663	\$2,461,582	\$2,461,582
EXPENDITURES					
Personnel (FTE)	47.5	47.5	49	49	49
Personal Services	\$1,473,153	\$1,660,208	\$1,660,208	\$1,630,010	\$1,630,010
Supplies	133,174	138,065	138,065	141,065	141,065
Chemicals	0	250	250	250	250
Equipment Operation and Maint.	5,448	3,000	3,000	3,000	3,000
Gasoline/Diesel Fuel	217	1,000	1,000	1,000	1,000
Internal Services	136	1,000	1,000	1,000	1,000
Equipment Replacement/Additions	4,649	3,000	3,000	0	0
Rentals and Leases	2,436	2,700	2,700	2,700	2,700
Utilities	55,854	50,000	50,061	50,000	50,000
Buildings and Grounds Maintenance	16,336	10,000	10,000	10,000	10,000
Contractual Services	47,467	22,200	27,600	32,400	32,400
Training and Meetings	2,490	6,000	6,000	6,000	6,000
Miscellaneous Expenses	982	500	500	1,000	1,000
Other Program Expenditures	171,225	181,958	181,958	191,842	191,842
Debt	318,658	274,747	274,747	273,602	273,602
Contingency	0	50,000	50,000	50,000	50,000
Nondepartmental Payments	3,046	69,005	98,973	265,645	265,645
Equipment Replacement Reserve	0	36,382	93,901	39,368	39,368
TOTAL	\$2,235,271	\$2,510,015	\$2,602,963	\$2,698,882	\$2,698,882

Risk Management Fund

The Risk Management Program was established by City Council effective January 1, 1986, as an alternative to the routine procurement of general liability and automobile liability insurance policies from commercial insurance companies. The program is funded through annual contributions from the General Fund, Utility funds, and Self-Insurance fund interest income. The reserves placed in this fund are expended in lieu of insurance to settle liability claims filed against the City of Lynchburg.

	Actual 98/99	Adopted 99/00	Amended 99/00	Proposed 0/01	Adopted 0/01
BEGINNING BALANCE	\$2,565,150	\$2,478,098	\$2,534,737	\$218,355	\$218,355
REVENUES					
General Fund	\$362,545	\$266,943	\$279,667	\$266,943	\$267,689
Water Fund	60,455	60,455	60,455	60,455	60,455
Sewer Fund	49463	50,947	50,947	50,947	50,947
Interest Earnings	137423	145,000	145,000	125,000	125,000
Subrogation	\$709,436	\$80,000	\$80,000	\$50,000	\$50,000
TOTAL REVENUE	\$1,319,322	\$603,345	\$616,069	\$553,345	\$554,091
EXPENDITURES					
Personnel (FTE)	3.15	3.15	3.15	3.15	3.15
Personal Services	\$101,373	\$114,424	\$114,424	\$114,970	\$115,345
Employee Benefits	31,945	37,036	37,036	36,205	36,284
Supplies	6,402	5,050	5,050	8,000	8,292
Equipment Operation & Maintenance	3,329	3,000	3,000	3,000	3,000
Gasoline/Diesel Fuel	335	1,093	1,093	1,093	1,093
Internal Services	1,157	2,550	2,550	2,550	2,550
Equipment Replacement/Additions	25,894	459	459	3,000	3,000
Rentals and Leases	0	400	400	400	400
Utilities	2,868	1,800	1,800	1,800	1,800
Insurance	359,794	550,300	550,300	561,000	561,000
Contractual Services	10,634	18,200	18,200	18,200	18,200
Training and Meetings	17,073	18,482	31,206	18,482	18,482
Auto Liability	4,655	0	0	0	0
Miscellaneous Expenses	1,575	3,000	3,000	3,000	3,000
Other Program Expenditures	759,299	0	9,255	0	0
TOTAL EXPENDITURES	\$1,326,333	\$755,794	\$777,773	\$771,700	\$772,446